DOCUMENT RESUME

ED 457 677 EF 006 007

AUTHOR Glazner, Steve, Ed.
TITLE Comparative Costs and Staffing Report for Educational Facilities, 1999-2000.
INSTITUTION APPA: Association of Higher Education Facilities Officers, Alexandria, VA.
ISBN ISBN-1-890956-17-1
ISSN ISSN-0742-7476
PUB DATE 2001-00-00
NOTE 218p.; For the 1993-1994 report, see EF 006 004. For the 1997-1998 report, see EF 006 006.
AVAILABLE FROM Association of Higher Education Facilities Officers, 1643 Prince St., Alexandria, VA 22314-2818. Tel: 703-684-1446; Fax: 703-549-2772; Web site: http://www.appa.org; e-mail: info@appa.org.
PUB TYPE Reports - Research (143)
EDRS PRICE EDRS Price MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS Comparative Analysis; *Cost Effectiveness; *Employees; *Higher Education; *Operating Expenses; *Personnel Management; Public Colleges

ABSTRACT

This report presents U.S. comparative data, collected during the last quarter of 2000 from 248 educational institutions, on facility operating costs, including general information and profiles about the participating institutions. The report provides operating cost ratios for eight common functions performed in educational facilities, including comparative data for in-house labor and total utilities costs. Additionally, the report presents data on operating costs as well as staffing, salary, and union representation information. Appendices contain lists of the participating institutions, institutions categorized by state and province, and the 1999-2000 Comparative Costs and Staffing Survey for Educational Facilities. (GR)

Reproductions supplied by EDRS are the best that can be made
from the original document.

APPA

1999 - 2000 Comparative Costs and Staffing Report for Educational Facilities

ED 457 677

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL IN MICROFICHE, AND IN ELECTRONIC MEDIA FOR ERIC COLLECTION SUBSCRIBERS ONLY, HAS BEEN GRANTED BY
S. Glazner
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
2A

EF 006 007

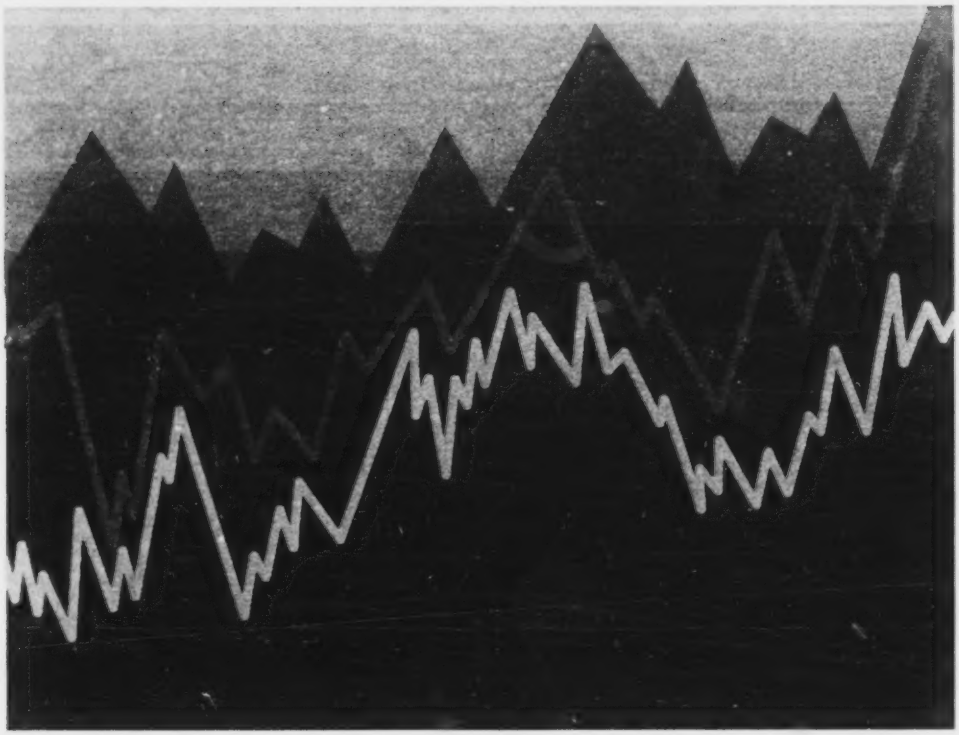
APPA
The Association of Higher Education Facilities Officers

BEST COPY AVAILABLE

APPA

Comparative Costs and Staffing Report for Educational Facilities

1999 - 2000



Published by

The Association of Higher Education Facilities Officers

The Association of
Higher Education
Facilities Officers

Copyright © 2001 by APPA: The Association of Higher Education Facilities Officers. All rights reserved.
No portion of this publication may be reproduced without the written consent of APPA.

Printed in the United States of America.

ISSN: 0742-7476

ISBN: 1-890956-17-1

Report construction / data editor: *LTL Collaborative, L.L.C.*
Editor: Steve Glazner, APPA Director of Communications
Production: *LTL Collaborative, L.L.C.*
Production Coordinator: Jennifer Graham, APPA Publications Manager
Printed by: Digital Graphix, Inc.

The Association of Higher Education Facilities Officers

1643 Prince Street
Alexandria, Virginia 22314-2818

Phone: 703-684-1446
Fax: 703-549-2772
Internet: info@appa.org
World Wide Web: http://www.appa.org

Dear Colleague:

Thank you for purchasing a copy of the *1999-00 Comparative Costs and Staffing Report for Educational Facilities*. I hope that you are finding the report to be useful in your facilities planning and budgeting efforts.

Due to a printing error, the data in one of the reports was cut off. As a result, we have included a replacement copy of the complete report.

The report is **Total Staffing Cost by Institution** and appears on pages 154-160 in the CCAS book. The errata pages are taken directly from the CCAS-on-CD report, which is unaffected by the printing error.

I apologize for any inconvenience this error may have caused. Thank you again for your support of APPA by purchasing the CCAS report.

Yours truly,

Steve Glazner
Director of Communications

Enclosure

Total Staffing Cost by Institution

Salaries w/o Benefits

		Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Public Safety Costs
007582	AIMS COMMUNITY COLLEGE	465,763	129,100	0	0	41,225	135,948	67,314	0	34,524	57,652
003607	ALAMO COMMUNITY COLLEGE DISTRICT	4,062,709	127,512	316,444	1,771,532	62,878	328,928	70,131	1,370,422	14,862	0
004742	ALBUQUERQUE TECHNICAL VOCATIONAL IN	2,960,800	261,000	120,000	854,200	0	134,000	310,560	244,000	131,600	905,440
000025	AMERICAN UNIV OF BEIRUT	0	0	0	0	0	0	0	0	0	0
002906	APPALACHIAN STATE UNIV	5,564,878	435,577	89,377	1,908,009	90,259	522,619	781,324	1,286,604	386,927	64,183
001081	ARIZONA STATE UNIV	14,353,009	1,835,513	849,003	4,537,880	594,838	1,661,106	1,058,809	3,547,708	268,152	0
001071	ARIZONA WESTERN COLLEGE	293,300	195,300	0	48,200	27,800	0	22,000	0	0	0
001090	ARKANSAS STATE UNIV	3,927,433	347,000	108,000	980,800	64,000	529,983	392,650	1,505,000	0	0
002596	ATLANTIC CAPE COMMUNITY COLLEGE	1,478,394	169,533	0	580,301	37,352	41,922	30,594	190,130	0	428,562
900026	AURARIA HIGHER ED CENTER	4,317,952	478,000	232,000	1,985,074	0	357,916	226,353	836,126	202,484	0
001012	BIRMINGHAM-SOUTHERN COLLEGE	1,675,101	122,162	64,440	372,540	0	176,889	82,500	237,420	53,950	565,200
003459	BLACK HILLS STATE UNIV	717,872	129,201	0	332,112	0	64,114	36,574	138,170	0	17,701
001616	BOISE STATE UNIV	2,656,845	256,672	160,926	1,008,229	0	119,851	395,867	650,114	65,187	0
002130	BOSTON UNIV	19,543,814	1,382,096	494,900	11,180,860	0	491,540	1,052,680	4,941,739	0	0
003018	BOWLING GREEN STATE UNIV	7,062,198	481,485	0	3,837,430	105,338	520,980	677,357	1,365,768	73,840	0
100705	BOZEMAN SCHOOL DISTRICT	964,000	83,000	0	881,000	0	0	0	0	0	0
900001	BRITISH COLUMBIA INSTITUTE OF TECHNOL	1,935,203	281,519	197,160	152,950	45,343	58,442	363,395	675,869	160,525	0
003401	BROWN UNIV	10,809,760	1,140,000	1,195,000	4,098,200	432,000	620,960	0	3,071,600	252,000	0
003237	BRYN MAWR COLLEGE	11,674,085	282,335	183,000	10,198,750	45,000	280,000	0	685,000	0	0
001131	CALIFORNIA INSTITUTE OF TECHNOLOGY	8,249,358	624,338	829,644	1,878,510	216,963	849,131	920,086	2,036,510	203,568	690,608
001133	CALIFORNIA LUTHERAN UNIV	1,128,000	506,000	42,000	0	0	189,000	98,000	153,000	30,000	110,000
001147	CALIFORNIA STATE UNIV/FRESNO	4,543,000	300,000	413,000	1,602,000	74,000	634,000	538,000	982,000	0	0
001139	CALIFORNIA STATE UNIV/LONG BEACH	8,270,615	913,827	853,072	929,472	352,084	947,800	664,461	2,232,971	0	1,376,928
001153	CALIFORNIA STATE UNIV/NORTHRIDGE	7,173,683	801,894	101,426	2,441,884	267,583	552,320	562,923	1,969,706	475,947	0
001150	CALIFORNIA STATE UNIV/SACRAMENTO	5,398,351	641,799	294,271	2,067,567	208,838	607,284	419,508	832,872	108,676	217,536
001142	CALIFORNIA STATE UNIV/SAN BERNARDINO	5,363,115	811,124	491,199	1,205,502	172,940	568,831	353,220	1,475,239	0	285,060
030113	CALIFORNIA STATE UNIV/SAN MARCOS	1,108,534	366,792	0	77,940	144,696	0	334,426	147,672	37,008	0
002913	CAMPBELL UNIV	19,000	0	0	0	19,000	0	0	0	0	0

Total Staffing Cost by Institution

Salaries w/o Benefits

		Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Public Safety Costs
800018	CANTERBURY SCHOOL	566,000	95,000	0	187,000	0	118,000	0	166,000	0	0
201516	CARLETON UNIV	2,745,368	163,959	187,308	204,367	280,676	272,031	367,780	1,128,591	140,656	0
003928	CASPER COMMUNITY COLLEGE	1,176,269	147,731	0	505,356	0	111,476	151,440	245,326	14,940	0
800006	CATLIN GABEL SCHOOL	380,070	45,000	0	161,001	0	53,250	55,347	28,110	27,426	9,936
003423	CITADEL, THE	2,648,638	239,788	119,700	35,200	152,714	318,499	388,321	901,244	100,208	392,964
003425	CLEMSON UNIV	9,163,810	601,200	1,041,106	2,590,284	0	1,239,850	1,853,370	1,838,000	0	0
002064	COLLEGE OF SOUTHERN MARYLAND	630,000	70,000	0	292,500	0	63,000	40,500	164,000	0	0
003705	COLLEGE OF WILLIAM AND MARY	3,888,800	347,100	426,000	965,500	65,500	410,600	778,300	808,800	0	87,000
001347	COLORADO COLLEGE	2,126,000	402,000	100,000	0	245,000	267,000	147,000	509,000	145,000	311,000
004506	COLORADO MOUNTAIN COLLEGE	1,174,786	148,796	33,276	336,510	0	44,384	382,980	186,840	23,172	18,828
001350	COLORADO STATE UNIV	10,503,695	1,219,743	1,081,776	3,017,148	456,616	737,324	1,079,539	2,338,545	573,004	0
002456	COLUMBIA COLLEGE	625,514	105,685	0	236,314	0	76,546	0	173,969	0	33,000
800015	COLUMBUS PUBLIC SCHOOLS	22,531,000	331,000	454,000	16,380,000	574,000	379,000	1,373,000	2,964,000	0	76,000
001379	CONNECTICUT COLLEGE	2,679,708	132,600	0	1,394,525	35,963	256,500	84,754	652,322	123,044	0
002711	CORNELL UNIV	0	0	0	0	0	0	0	0	0	0
003562	DALLAS THEOLOGICAL SEMINARY	0	0	0	0	0	0	0	0	0	0
100616	DARLINGTON SCHOOL	925,000	160,000	0	216,500	0	154,900	15,600	234,500	71,000	72,500
002144	DEAN COLLEGE	700,720	191,000	75,000	38,000	40,000	25,000	77,720	254,000	0	0
003042	DENISON UNIV	2,261,386	19,935	49,126	1,253,025	102,350	187,000	66,000	558,750	25,200	0
003256	DREXEL UNIV	7,429,000	583,000	271,000	1,777,000	126,000	444,000	1,278,000	2,390,000	560,000	0
003487	EAST TENNESSEE STATE UNIV	3,999,097	423,181	56,988	1,819,941	48,157	256,797	315,859	1,002,983	75,191	0
001674	EASTERN ILLINOIS UNIV	6,866,550	475,222	314,664	1,599,290	233,248	460,806	333,632	3,374,972	74,716	0
002651	EASTERN NEW MEXICO UNIV	1,430,868	152,806	36,000	508,100	29,000	155,174	22,500	497,844	0	29,444
001479	EMBRY-RIDDLE AERONAUTICAL UNIV	1,238,485	284,556	39,240	0	112,400	334,650	42,925	424,715	0	0
001927	EMPORIA STATE UNIV	2,561,500	287,000	59,000	776,500	88,000	257,000	120,000	558,000	76,000	340,000
001480	FLORIDA A&M UNIV	4,784,324	780,559	70,510	1,279,883	488,475	281,194	767,640	898,248	217,815	0
002072	FROSTBURG STATE UNIV	3,238,808	283,018	65,552	1,615,251	100,680	231,834	233,627	657,500	51,346	0
001964	GEORGETOWN COLLEGE	1,006,763	119,422	0	467,713	0	172,122	23,000	224,506	0	0

Total Staffing Cost by Institution

Salaries w/o Benefits

		Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Public Safety Costs
001569	GEORGIA INSTITUTE OF TECHNOLOGY	11,370,397	436,301	1,267,625	3,103,322	158,679	747,830	958,384	2,781,108	0	1,917,148
001572	GEORGIA SOUTHERN UNIV	5,523,842	519,731	581,840	1,615,733	118,940	978,803	350,159	1,300,238	58,398	0
001574	GEORGIA STATE UNIV	7,079,066	1,382,939	761,404	2,047,648	0	191,110	1,247,669	1,149,230	0	299,066
001866	GRACELAND UNIV	826,740	102,988	0	302,843	0	83,156	39,327	247,817	0	50,609
001868	GRINNELL COLLEGE	2,223,405	0	0	1,183,155	174,000	178,750	165,500	522,000	0	0
002728	HAMILTON COLLEGE	3,228,752	257,500	62,500	1,278,500	0	485,000	174,000	486,052	430,200	55,000
002354	HAMLINE COLLEGE	274,915	0	0	0	41,808	53,706	80,580	98,821	0	0
003273	HARRISBURG AREA COMMUNITY COLLEGE	1,057,300	91,500	40,000	484,500	60,000	101,000	108,500	147,200	24,600	0
003274	HAVERFORD COLLEGE	1,712,900	87,900	0	690,000	98,000	164,000	36,000	525,000	112,000	0
003047	HEBREW UNION COLLEGE	696,325	101,127	0	90,085	0	0	0	0	505,113	0
010491	HENNEPIN TECHNICAL COLLEGE	1,044,437	80,311	0	523,139	0	0	227,792	213,195	0	0
800013	HOUSTON INDEPENDENT SCHOOL DISTRICT	32,006,131	562,000	70,000	18,815,000	77,000	2,272,000	563,000	9,485,131	112,000	50,000
001803	HUNTINGTON COLLEGE	208,000	63,000	0	0	0	0	84,000	61,000	0	0
001620	IDAHO STATE UNIV	3,916,046	529,342	168,665	1,151,848	260,914	308,708	405,454	637,127	95,784	358,205
001809	INDIANA UNIV	19,748,955	1,755,810	454,625	6,301,818	522,191	1,488,800	2,356,259	5,366,322	1,503,130	0
001813	INDIANA UNIV- PURDUE UNIV/INDIANAPOLIS	8,964,244	713,989	183,096	4,744,671	136,844	576,941	607,596	1,893,882	107,225	0
001869	IOWA STATE UNIV	11,731,063	2,268,791	1,287,091	2,730,666	484,168	1,254,319	1,554,832	1,595,687	555,509	0
003721	JAMES MADISON UNIV	6,604,326	756,397	348,572	2,381,875	267,935	808,475	1,102,488	859,126	79,458	0
001100	JOHN BROWN UNIV	766,341	102,500	0	292,645	65,520	100,920	68,640	81,120	0	54,996
002077	JOHNS HOPKINS UNIV	7,052,130	886,800	651,100	2,903,580	248,900	458,100	439,900	1,463,750	0	0
002936	JOHNSON C SMITH UNIV	1,260,000	142,000	0	648,000	0	206,000	144,000	120,000	0	0
008244	JOHNSON COUNTY COMMUNITY COLLEGE	2,745,498	225,996	34,458	1,460,406	0	124,558	702,752	166,749	30,579	0
001928	KANSAS STATE UNIV	10,248,098	1,317,436	387,074	2,663,886	187,156	612,740	1,783,717	2,646,093	466,323	183,673
006804	LAKELAND COMMUNITY COLLEGE	1,220,250	160,000	0	639,000	0	73,750	347,500	0	0	0
002748	LE MOYNE COLLEGE	0	0	0	0	0	0	0	0	0	0
003197	LEWIS AND CLARK COLLEGE	1,189,100	290,000	49,000	0	98,700	269,650	159,000	322,750	0	0
003198	LINFIELD COLLEGE	1,120,301	195,848	45,900	358,374	61,172	138,653	94,880	225,474	0	0
003719	LONGWOOD COLLEGE	1,712,634	152,541	93,397	356,435	114,126	252,103	240,691	503,341	0	0

APPA

Total Staffing Cost by Institution

Salaries w/o Benefits

		Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Public Safety Costs
100462	LOUDOUN COUNTY PUBLIC SCHOOLS	6,100,071	237,194	0	4,396,544	0	95,232	554,276	743,425	73,400	0
002078	LOYOLA COLLEGE/MARYLAND	2,691,227	301,275	118,802	1,088,101	0	190,400	573,184	259,265	160,200	0
003863	MARQUETTE UNIV	3,105,098	405,000	168,000	1,242,323	101,655	315,900	34,500	733,720	104,000	0
900003	MEMORIAL UNIV OF NEWFOUNDLAND	6,547,000	599,000	37,000	2,471,500	303,000	212,000	539,000	962,500	0	1,423,000
002120	MERRIMACK COLLEGE	949,000	99,000	0	0	35,000	185,000	285,000	185,000	160,000	0
001358	MESA STATE COLLEGE	1,475,952	138,642	53,494	684,805	32,293	83,596	92,634	390,488	0	0
003077	MIAMI UNIV	10,393,988	893,415	990,743	2,990,372	235,906	1,437,167	1,009,714	2,521,936	143,207	171,528
002290	MICHIGAN STATE UNIV	21,679,796	1,738,797	1,530,471	5,363,501	1,099,731	987,400	2,771,425	5,430,561	2,757,910	0
002292	MICHIGAN TECHNOLOGICAL UNIV	2,473,500	319,000	210,000	848,000	138,000	244,500	58,000	384,000	0	272,000
002615	MIDDLESEX COUNTY COLLEGE	3,006,000	119,000	101,000	772,000	86,000	337,000	192,000	826,000	153,000	420,000
002414	MILLSAPS COLLEGE	987,800	80,000	0	393,800	0	242,000	91,000	181,000	0	0
003301	MORAVIAN COLLEGE	1,611,533	154,885	21,965	921,325	50,373	117,771	25,435	250,463	69,316	0
003084	MUSKINGUM COLLEGE	661,840	146,221	0	248,535	0	68,405	198,679	0	0	0
001733	NATIONAL LOUIS UNIV	1,056,000	60,000	0	666,000	0	0	330,000	0	0	0
002657	NEW MEXICO STATE UNIV	6,124,112	779,089	635,336	1,506,083	94,874	470,054	556,767	1,866,222	68,075	147,612
007954	NORMANDALE COMMUNITY COLLEGE	1,622,655	144,403	0	635,688	0	87,090	513,895	145,056	0	96,524
002972	NORTH CAROLINA STATE UNIV	16,671,100	2,274,100	1,982,900	4,069,900	413,900	1,024,900	1,481,000	1,554,000	3,870,400	0
002997	NORTH DAKOTA STATE UNIV	3,268,150	546,650	0	1,278,300	127,900	229,300	116,800	803,800	61,600	103,800
001693	NORTHEASTERN ILLINOIS UNIV	3,809,013	255,924	165,492	1,303,196	992,340	215,628	0	366,929	0	509,504
002199	NORTHEASTERN UNIV	0	0	0	0	0	0	0	0	0	0
003692	NORWICH UNIV	1,659,358	104,776	92,540	633,200	60,960	186,400	39,680	356,802	0	185,000
003100	OHIO UNIV	10,137,985	833,181	360,621	4,210,907	530,101	782,032	721,868	2,099,961	379,563	219,751
003109	OHIO WESLEYAN UNIV	1,434,730	76,899	0	709,435	0	66,996	23,275	510,910	47,216	0
003210	OREGON STATE UNIV	4,983,070	831,855	674,817	147,276	165,024	316,640	637,326	1,328,582	734,538	147,012
003329	PENNSYLVANIA STATE UNIV/PARK	23,573,385	3,602,410	3,659,600	7,556,375	309,000	1,313,000	1,884,000	3,435,000	0	1,814,000
100740	PHILLIPS EXETER ACADEMY	0	0	0	0	0	0	0	0	0	0
001078	PHOENIX COLLEGE	1,283,312	98,975	65,373	563,776	0	265,192	23,543	266,453	0	0
007266	PIMA COUNTY COMMUNITY COLLEGE	5,018,842	631,884	166,371	311,191	280,694	284,630	545,789	952,521	496,330	1,349,432

Total Staffing Cost by Institution

Salaries w/o Benefits

		Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Public Safety Costs
001926	PITTSBURG STATE UNIV	2,616,933	132,783	0	675,995	63,188	326,223	143,427	1,105,022	170,296	0
003216	PORTLAND STATE UNIV	2,136,307	469,508	245,688	0	66,312	153,619	212,269	744,548	207,811	36,552
007885	PUNAHOU SCHOOL	2,528,000	276,000	0	1,176,000	0	383,000	0	441,000	0	252,000
001825	PURDUE UNIV	35,516,973	3,742,040	3,575,505	5,391,600	1,182,482	1,723,570	4,006,354	6,613,850	4,314,512	4,967,060
200558	QUEEN'S UNIV	7,200,000	460,000	605,000	3,298,000	254,000	224,000	357,000	2,002,000	0	0
003732	RADFORD UNIV	3,714,794	320,015	186,027	1,360,621	0	281,105	247,718	944,493	277,598	97,217
007731	RARITAN VALLEY COMMUNITY COLLEGE	450,675	153,300	0	19,000	0	74,900	143,475	60,000	0	0
003217	REED COLLEGE	1,586,474	104,000	0	849,800	40,519	123,100	210,016	63,139	0	195,900
007119	REND LAKE COLLEGE	707,557	129,952	0	275,401	0	52,821	94,852	128,531	0	26,000
003519	RHODES COLLEGE	1,687,600	151,000	0	777,000	0	195,800	134,800	429,000	0	0
003604	RICE UNIV	6,356,034	548,934	1,214,350	1,393,450	325,900	479,900	369,300	1,835,200	189,000	0
002806	ROCHESTER INSTITUTE OF TECHNOLOGY	5,690,875	650,800	360,800	2,129,875	96,100	308,200	843,000	1,096,800	205,300	0
800009	ROCKWELL CITY/LYTTON COMMUNITY SCHO	93,000	31,000	31,000	31,000	0	0	0	0	0	0
002534	ROCKY MOUNTAIN COLLEGE	299,415	55,809	0	131,830	0	29,349	0	82,427	0	0
002629	RUTGERS THE STATE UNIV OF NEW JERSEY	30,266,718	3,340,876	1,251,250	9,865,759	1,423,734	2,702,519	3,556,815	6,718,362	1,407,404	0
001833	SAINT JOSEPH'S COLLEGE	977,774	122,796	0	334,260	79,302	94,702	23,275	261,039	0	62,400
003367	SAINT JOSEPH'S UNIV/PHILADELPHIA	1,088,258	40,000	0	0	72,716	211,035	189,230	423,408	139,869	12,000
001836	SAINT MARY'S COLLEGE/NOTRE DAME	1,845,505	127,000	0	861,845	66,400	57,300	52,000	302,400	0	378,560
001326	SANTA CLARA UNIV	3,736,784	412,462	225,653	1,122,552	0	531,923	605,263	649,754	189,177	0
900014	SANTA CLARITA COMMUNITY COLLEGE	1,495,000	185,000	0	548,000	0	186,000	360,000	0	0	216,000
001752	SAUK VALLEY COMMUNITY COLLEGE	421,954	26,186	0	143,302	0	42,909	127,149	0	0	82,408
001753	SCHOOL OF THE ART INSTITUTE/CHICAGO	1,592,500	343,500	0	703,000	0	0	0	546,000	0	0
002315	SCHOOLCRAFT COLLEGE	1,639,950	122,050	49,600	771,800	0	207,600	206,200	243,000	39,700	0
009942	SHAWNEE STATE UNIV	949,795	152,399	0	466,900	37,360	90,232	173,610	29,294	0	0
002316	SIENA HEIGHTS UNIV	407,500	48,000	0	254,500	0	0	83,000	22,000	0	0
003119	SINCLAIR COMMUNITY COLLEGE	4,066,643	227,308	195,131	1,509,856	95,504	194,186	172,516	795,557	0	876,585
003471	SOUTH DAKOTA STATE UNIV	2,850,920	307,332	222,757	935,655	162,380	24,571	91,558	723,748	244,995	137,924
001758	SOUTHERN ILLINOIS UNIV/CARBONDALE	14,937,390	921,189	888,779	4,005,844	369,949	1,088,680	1,452,916	6,210,033	0	0

APPA

Total Staffing Cost by Institution

Salaries w/o Benefits

		Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Public Safety Costs
001759	SOUTHERN ILLINOIS UNIV/EDWARDSVILLE	3,447,434	360,514	171,232	1,199,825	276,163	528,413	115,024	796,265	0	0
003219	SOUTHERN OREGON UNIV	1,332,048	166,230	0	502,940	63,316	202,541	98,922	240,284	57,816	0
002503	SOUTHWEST MISSOURI STATE UNIV	4,390,787	200,569	352,233	1,826,008	63,894	425,233	699,486	759,828	63,536	0
001305	STANFORD UNIV	13,591,353	2,618,938	1,871,936	0	1,180,000	2,452,072	888,183	4,285,198	295,026	0
002841	STATE UNIV NEW YORK/BROCKPORT	4,662,500	538,000	83,000	1,825,500	288,000	348,000	802,000	683,000	60,000	35,000
002837	STATE UNIV OF NEW YORK/BUFFALO	13,747,398	1,509,124	1,072,483	3,134,945	749,719	454,893	2,804,903	2,146,536	766,402	1,108,394
006791	STATE UNIV OF NEW YORK/PURCHASE COLL	3,056,549	255,000	65,000	1,664,879	80,503	186,081	344,108	460,978	0	0
002838	STATE UNIV OF NEW YORK/STONY BROOK	13,396,850	1,505,700	980,000	4,303,200	1,610,300	430,000	742,250	1,379,600	0	2,445,800
001601	STATE UNIV OF WEST GEORGIA	3,811,380	497,000	279,206	1,054,000	46,000	343,974	801,000	690,200	60,000	40,000
002217	STONEHILL COLLEGE	3,274,010	442,900	0	1,263,984	81,634	262,819	264,459	445,752	0	512,462
003631	TARLETON STATE UNIV	1,756,301	117,800	148,800	593,000	86,150	96,400	231,200	482,951	0	0
003522	TENNESSEE STATE UNIV	2,490,430	639,430	272,000	154,000	48,000	217,000	282,000	755,000	71,000	52,000
011161	TEXAS A&M/CORPUS CHRISTI	1,790,100	369,400	75,200	644,000	167,000	234,000	58,500	200,000	0	42,000
010115	THE UNIV OF TEXAS/SAN ANTONIO	3,878,656	296,762	236,074	1,468,334	169,030	336,641	569,371	626,646	175,798	0
001070	THUNDERBIRD/GRAD SCH OF INT MGT	1,217,410	353,530	121,000	69,100	159,160	60,700	36,050	180,800	0	237,070
002099	TOWSON UNIV	3,521,625	794,000	448,125	0	131,000	351,000	1,016,000	781,500	0	0
003647	TRINITY UNIV	2,173,820	293,300	33,700	33,650	32,260	498,228	164,020	434,487	111,550	572,625
003123	UNIV OF AKRON	6,000,758	608,538	233,396	1,680,802	56,558	378,915	307,006	2,012,003	723,540	0
001051	UNIV OF ALABAMA/TUSCALOOSA	9,452,521	557,700	665,700	3,344,330	161,821	656,805	758,570	3,307,595	0	0
011462	UNIV OF ALASKA/ANCHORAGE	3,159,109	299,742	446,000	484,427	132,000	226,182	142,200	1,428,558	0	0
001108	UNIV OF ARKANSAS/FAYETTEVILLE	8,107,745	636,886	349,377	1,594,006	253,521	259,655	764,135	3,613,773	180,872	455,520
001312	UNIV OF CALIFORNIA/BERKELEY	18,226,132	1,517,200	1,173,600	6,469,100	384,600	1,930,100	2,041,732	4,285,500	226,800	197,500
001313	UNIV OF CALIFORNIA/DAVIS	8,168,270	1,214,088	340,585	3,389,729	0	1,833,752	0	0	0	1,390,116
001315	UNIV OF CALIFORNIA/LOS ANGELES	28,939,648	1,957,684	608,400	5,411,200	2,481,504	1,778,900	4,213,400	12,488,560	0	0
001092	UNIV OF CENTRAL ARKANSAS	2,487,000	355,000	49,000	957,000	113,000	402,000	112,000	399,000	100,000	0
003152	UNIV OF CENTRAL OKLAHOMA	2,552,796	370,576	102,000	125,200	0	234,180	0	1,020,236	61,390	639,214
004508	UNIV OF COLORADO HEALTH SCIENCES CEN	6,830,840	713,572	143,088	1,728,228	165,688	289,296	1,894,476	880,678	146,988	868,826
001431	UNIV OF DELEWARE	13,320,754	1,876,595	646,150	5,108,480	1,540,638	994,696	532,989	2,521,206	100,000	0

FY 2000 CCAS Report © APPA

Total Staffing Cost by Institution

Salaries w/o Benefits

		Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Public Safety Costs
001598	UNIV OF GEORGIA	20,738,567	1,767,722	683,549	6,647,120	148,105	844,006	1,844,748	7,415,742	1,387,575	0
200520	UNIV OF GUELPH	11,251,599	1,076,716	752,212	5,008,976	313,810	661,200	1,342,700	2,095,985	0	0
900018	UNIV OF HONG KONG	9,041,013	980,844	1,440,127	1,428,351	0	534,583	1,047,824	2,485,214	425,222	698,848
011711	UNIV OF HOUSTON/CLEAR LAKE	2,708,010	189,450	52,200	525,215	119,889	265,117	121,817	547,640	80,657	806,025
001626	UNIV OF IDAHO	4,945,157	634,695	657,651	1,501,611	354,824	460,266	365,159	970,951	0	0
700010	UNIV OF ILLINOIS/URBANA-CHAMPAIGN	39,351,932	2,293,485	1,533,404	9,437,711	1,042,363	1,643,277	3,355,702	18,795,786	1,250,204	0
001892	UNIV OF IOWA	17,394,678	2,627,243	2,127,298	5,198,364	998,384	1,129,928	1,582,903	3,002,992	164,425	563,142
001989	UNIV OF KENTUCKY	11,994,052	1,166,543	671,886	3,432,772	214,462	1,233,376	1,369,516	2,943,064	962,433	0
900016	UNIV OF MANCHESTER INST SCI & TECH	2,993,197	520,737	103,155	218,789	61,878	16,347	156,504	1,264,592	65,870	585,325
200630	UNIV OF MANITOBA	9,503,190	587,760	567,572	3,662,576	299,168	383,836	431,980	2,317,871	644,028	608,400
002104	UNIV OF MARYLAND/BALTIMORE	10,019,400	1,346,100	1,042,000	3,499,000	100,800	49,000	1,957,000	1,991,000	34,500	0
002106	UNIV OF MARYLAND/EASTERN SHORE	2,968,281	292,000	242,388	914,400	0	363,000	52,360	714,133	390,000	0
003509	UNIV OF MEMPHIS	6,084,286	793,789	243,924	2,195,694	117,324	764,205	519,824	1,314,755	78,156	56,615
001536	UNIV OF MIAMI	3,736,132	0	0	1,155,024	113,925	786,382	1,423,080	257,721	0	0
002325	UNIV OF MICHIGAN/ANN ARBOR	36,487,327	2,461,161	829,368	10,011,810	742,463	2,136,097	3,597,728	16,708,700	0	0
003969	UNIV OF MINNESOTA/TWIN CITIES	50,603,143	4,949,317	2,893,466	14,670,935	628,492	646,512	7,555,176	16,951,065	1,564,098	744,082
002516	UNIV OF MISSOURI/COLUMBIA	17,706,143	2,715,035	3,237,712	2,959,057	1,722,149	1,092,727	1,500,543	4,142,947	154,266	181,709
002517	UNIV OF MISSOURI/ROLLA	3,448,265	449,215	168,316	1,165,084	234,072	188,611	214,614	976,581	51,771	0
002519	UNIV OF MISSOURI/ST LOUIS	4,277,380	850,700	620,000	1,268,000	138,000	276,600	398,000	174,100	0	551,980
002536	UNIV OF MONTANA	4,167,400	470,732	238,834	833,422	73,877	218,954	357,241	1,211,809	294,051	468,480
002551	UNIV OF NEBRASKA/KEARNEY	1,695,132	121,482	72,000	681,550	106,300	238,600	45,500	227,900	37,300	164,500
002569	UNIV OF NEVADA/LAS VEGAS	9,096,420	505,000	546,000	3,755,420	525,000	1,420,000	1,027,000	1,094,000	224,000	0
002568	UNIV OF NEVADA/RENO	7,942,759	651,602	336,039	2,203,000	1,442,482	1,039,340	412,699	1,685,938	171,659	0
002663	UNIV OF NEW MEXICO	7,897,020	703,054	556,283	2,222,920	383,489	1,015,059	891,611	1,926,592	198,012	0
002974	UNIV OF NORTH CAROLINA/CHAPEL HILL	25,905,129	2,750,416	1,427,624	6,045,963	2,761,881	1,255,208	2,649,766	4,474,882	675,279	3,864,110
002976	UNIV OF NORTH CAROLINA/GREENSBORO	5,266,046	561,854	254,096	1,689,930	475,290	538,000	508,135	1,169,435	0	69,306
002984	UNIV OF NORTH CAROLINA/WILMINGTON	3,451,208	350,798	279,095	1,060,502	103,854	461,435	115,412	886,677	57,895	135,540
003005	UNIV OF NORTH DAKOTA	6,447,816	465,976	194,410	2,485,009	175,776	370,271	782,910	1,684,508	242,478	46,478

Total Staffing Cost by Institution

Salaries w/o Benefits

		Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Public Safety Costs
003594	UNIV OF NORTH TEXAS	6,536,939	626,130	273,123	1,578,720	147,000	550,600	369,000	1,245,500	334,466	1,412,400
009768	UNIV OF NORTH TEXAS HEALTH SCIENCE CE	1,853,504	259,894	97,280	777,200	282,517	25,859	145,866	264,888	0	0
001349	UNIV OF NORTHERN COLORADO	4,123,762	380,162	326,000	1,502,000	333,000	385,600	274,000	923,000	0	0
001890	UNIV OF NORTHERN IOWA	6,272,406	340,360	757,600	1,455,010	355,847	469,098	507,190	1,162,939	388,072	836,290
001840	UNIV OF NOTRE DAME	0	0	0	0	0	0	0	0	0	0
003379	UNIV OF PITTSBURGH	13,394,921	923,435	1,278,441	5,172,225	146,775	549,084	1,551,125	3,566,888	206,948	0
003414	UNIV OF RHODE ISLAND	5,511,906	618,162	304,243	2,079,173	360,990	688,704	138,518	1,199,052	123,064	0
003744	UNIV OF RICHMOND	3,589,436	97,548	77,020	1,703,902	124,715	346,379	237,928	964,754	0	37,190
002894	UNIV OF ROCHESTER	18,849,341	1,171,373	1,176,636	7,565,675	213,677	459,462	3,657,219	1,981,319	1,077,352	1,546,628
002345	UNIV OF SAINT THOMAS	3,291,000	185,000	0	2,203,000	0	160,000	0	681,000	0	62,000
006951	UNIV OF SOUTH CAROLINA/SPARTANBURG	874,000	80,000	67,000	320,000	0	88,000	117,000	202,000	0	0
001328	UNIV OF SOUTHERN CALIFORNIA	0	0	0	0	0	0	0	0	0	0
002054	UNIV OF SOUTHERN MAINE	2,912,587	344,648	139,810	1,618,456	125,559	171,444	123,992	342,982	0	45,696
003530	UNIV OF TENNESSEE	7,778,589	1,132,092	221,294	867,250	452,988	528,519	1,853,245	2,635,509	0	87,692
003529	UNIV OF TENNESSEE/CHATTANOOGA	1,901,120	323,135	24,000	706,813	110,797	136,347	135,878	378,168	85,982	0
004952	UNIV OF TEXAS MEDICAL BRANCH	9,717,280	1,249,000	1,004,000	0	256,000	398,000	3,987,000	0	159,000	2,664,280
003658	UNIV OF TEXAS/AUSTIN	24,781,943	3,318,474	2,255,519	7,074,470	2,179,534	1,436,676	2,087,385	4,981,150	595,351	853,384
009930	UNIV OF TEXAS/PERMIAN BASIN	663,700	145,600	56,000	0	58,000	207,500	20,000	158,100	0	18,500
003185	UNIV OF TULSA	1,459,000	280,000	80,000	0	0	0	170,000	929,000	0	0
003675	UNIV OF UTAH	6,586,200	643,600	205,000	1,411,000	515,300	702,900	299,600	2,431,200	377,600	0
003696	UNIV OF VERMONT	5,171,427	741,592	34,798	1,947,907	290,958	306,680	302,200	1,160,840	318,712	67,740
200986	UNIV OF VICTORIA	6,748,559	438,300	356,000	2,625,100	0	760,133	76,000	2,297,826	148,000	47,200
003745	UNIV OF VIRGINIA	21,496,889	2,531,398	3,099,773	2,790,713	765,528	3,750,362	1,791,753	6,463,946	70,724	232,692
003798	UNIV OF WASHINGTON	32,209,195	3,248,875	1,558,578	7,510,258	1,542,739	1,101,336	2,284,062	11,949,193	1,716,585	1,297,569
700007	UNIV OF WASHINGTON HOSPITAL	1,620,660	241,560	0	0	0	0	552,900	826,200	0	0
200592	UNIV OF WESTERN ONTARIO	9,602,707	562,434	0	4,862,430	189,016	494,025	449,978	2,278,676	0	766,148
900009	UNIV OF WINDSOR	2,772,500	129,500	338,000	572,300	253,000	190,000	446,800	842,900	0	0
003919	UNIV OF WISCONSIN/LA CROSSE	2,640,567	221,669	93,781	1,079,971	78,512	228,377	354,818	583,439	0	0

FY 2000 CCAS Report © APPA

Total Staffing Cost by Institution

Salaries w/o Benefits

		Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Public Safety Costs
003895	UNIV OF WISCONSIN/MADISON	31,380,985	1,570,905	1,447,403	7,519,752	221,244	933,474	1,657,278	10,939,804	2,681,513	4,409,613
003932	UNIV OF WYOMING	3,531,022	374,220	113,880	1,466,453	67,158	92,912	154,080	1,169,739	92,580	0
800012	UPPER MORELAND SCHOOL DISTRICT	1,026,083	115,800	0	562,000	0	130,000	32,000	186,283	0	0
001842	VALPARAISO UNIV	1,126,035	158,600	0	0	0	389,070	25,937	552,428	0	0
600000	VIRGINIA INSTITUTE OF MARINE SCIENCE	925,100	134,440	52,787	191,701	0	71,324	103,335	272,776	0	98,737
003754	VIRGINIA POLYTECHNIC INSTITUTE & STATE	9,122,414	880,992	811,854	2,188,670	699,912	765,759	952,005	2,153,847	161,175	508,200
003800	WASHINGTON STATE UNIV	11,413,000	589,000	1,084,000	3,222,000	509,000	430,000	2,781,000	2,798,000	0	0
002329	WAYNE STATE UNIV	10,841,270	508,838	409,376	4,403,644	232,803	604,445	382,290	1,912,513	2,387,361	0
003823	WEST LIBERTY STATE COLLEGE	1,030,342	116,439	0	167,333	0	168,384	52,272	171,989	134,335	219,590
003827	WEST VIRGINIA UNIV	8,086,033	512,483	440,656	2,736,858	154,677	945,458	1,295,750	2,000,151	0	0
002981	WESTERN CAROLINA UNIV	3,361,233	405,175	157,075	1,023,010	107,070	393,457	174,765	941,651	104,964	54,066
001780	WESTERN ILLINOIS UNIV	9,448,410	497,572	683,073	4,661,903	633,374	524,702	332,537	2,110,433	0	4,816
002002	WESTERN KENTUCKY UNIV	4,067,000	249,000	240,000	1,691,000	106,000	408,000	410,000	963,000	0	0
001781	WHEATON COLLEGE	3,359,739	217,900	205,000	1,242,250	160,944	139,800	174,662	1,014,318	204,865	0
003803	WHITMAN COLLEGE	1,382,100	111,000	41,300	641,000	62,000	181,000	55,400	290,400	0	0
001950	WICHITA STATE UNIV	6,257,112	342,000	323,000	1,755,000	105,000	398,602	631,900	1,423,000	0	1,278,610
003227	WILLAMETTE UNIV	2,150,200	111,000	0	1,151,700	100,000	234,300	142,500	340,700	70,000	0
002524	WILLIAM JEWELL COLLEGE	1,158,176	20,100	0	430,563	34,866	120,641	27,127	387,077	0	137,802
002229	WILLIAMS COLLEGE	5,100,125	455,100	403,075	1,848,100	106,650	527,200	213,400	1,208,500	261,500	76,600
003143	WITTENBERG UNIV	1,007,000	111,000	0	0	0	190,000	90,000	616,000	0	0
002233	WORCESTER POLYTECH INSTITUTE	2,738,150	317,000	60,000	1,249,350	77,500	344,600	0	632,500	0	57,200
003144	XAVIER UNIV/CINCINNATI	1,737,000	320,500	46,000	429,000	42,000	192,500	49,000	422,000	236,000	0
001079	YAVAPAI COLLEGE	1,060,764	226,084	0	384,056	35,306	81,050	147,225	153,102	0	33,941
200598	YORK UNIV	9,975,285	406,513	449,898	4,764,688	46,155	828,162	1,097,912	2,313,073	68,884	0

Contents

Preface v
Interpreting This Report vii
Carnegie Classifications and APPA Regions xii

Section I: General Data 1

General Data Comments 3
Response Tally with Charts 4
General Data by Funding Source 7
General Data by Region 8
General Data by Enrollment Range 10
General Data by Institutional Profiles 12

Section II: Costs and Staffing 19

Costs and Staffing Comments 21
Operating Costs per GSF
By Funding Source with Charts 27
By Carnegie with Charts 32
By Funding Source and Carnegie 37
By Region with Charts 38
By Region and Carnegie 43
By Student Enrollment Range with Charts 45
By Student Enrollment Range and Carnegie 50
By Institution 52
Operating Cost Per Student FTE by Funding Source and Carnegie 59

In-house Labor Cost per GSF
By Funding Source with Charts 60
By Carnegie with Charts 65
By Funding Source and Carnegie 70
By Region with Charts 71
By Region and Carnegie 76
By Student Enrollment Range with Charts 78
By Student Enrollment Range and Carnegie 83
By Institution 85
In-House Labor Cost Per Student FTE by Funding Source and Carnegie 92

Total Cost of Utilities
Per GSF by Funding Source and Carnegie 93
Per GSF by Region and Carnegie 94
Per GSF by Student Enrollment Range and Carnegie 95
Charts 96
Per Student FTE by Funding Source and Carnegie 98
Per Student FTE by Region and Carnegie 99
Per Student FTE by Student Enrollment Range and Carnegie 100
Charts 101

Percent Operating Costs Contracted by Institution 103

Section III: Personnel Data and Costs 111

Personnel Data and Costs Comments 113
Average Annual Salary
Charts 115
By Funding Source 120
By Carnegie 122
By Region 124
By Student Enrollment 126

Average FTE Staffing
Charts 128
By Funding Source 133
By Carnegie 135
By Region 137
By Student Enrollment 139

Percent Institutions Unionized
Charts 141
By Funding Source 146
By Carnegie 148
By Region 150
By Student Enrollment 152

Total Staffing Costs by Institution 154

Section IV: Appendices 161

Appendix A: Alphabetical List of Participating Institutions 163
Appendix B: Institutions by State / Province 169
Appendix C: 1999 - 2000 CCAS Survey 179

Preface

Facilities professionals at colleges, universities, and K-12 schools and districts strive for the continuous improvement of the services they contribute in support of the missions and goals of their institutions. APPA's biennial *Comparative Costs and Staffing Report* continues to be an invaluable resource toward this end. For nearly 30 years APPA has provided the most comprehensive data available for facilities management costs and staffing information. This current edition, *1999-2000 Comparative Costs and Staffing Report for Educational Facilities*, includes data relating to the many functions classified primarily as maintenance and operations.

Data for this report was collected in the last quarter of the year 2000 in a new method. APPA provided online entry of data at its website while also offering a printed survey for persons who chose not to use the new entry method. The web matched institutions with their 1997-1998 CCAS entries, displaying the data adjacent to the entry boxes on the website form. It was a successful venture into new technology, and APPA thanks the intrepid persons who participated in the website version. The program will be enhanced for even easier data entry in the future.

For readers familiar with the CCAS Report, we continue to include the cost-per-square-foot measures that had been deleted in the 1995-1996 report, and reinstated in 1997-1998. We focused our survey on collecting total costs in the key functional areas of facilities management, and this report includes the results for your planning and budgeting purposes. Police/Public Safety was dropped from the cost-per-square-foot measures because it is not as common a responsibility of facilities operations as other functions in the study.

The survey was greatly simplified this time with the elimination of *Section IV: Energy/Utility Cost and Consumption*. The Energy/Utility section caused some costs to be duplicated because it covered both the raw materials and the processes consuming the raw materials. As such, its usefulness was questionable. A continuing problem was encountered on total energy consumption MBTU figures reported. So few correct figures were entered that the data field will not be used in this report. The formulas for conversions into MBTU will be provided in future CCAS surveys to solve this problem.

We encourage readers of this report to be in direct contact with fellow facilities professionals whose institutions are similar, and whose cost or staffing data suggest that they may have a better idea or a useful process. However, based upon APPA's years of experience with this information, we strongly caution the reader against

drawing conclusions without first knowing the mission, organizational structure, funding source, geographic location/climate, and other institutional differences that can greatly condition direct comparability.

APPA's Information Services Committee, under the supervision of Vice President Vickie DeWitt of Kansas State University, was responsible for the development and oversight of the survey and report. The committee spent many hours at several meetings to redesign the survey, redefine the terms, and conduct a line-by-line review for improved quality and effectiveness. We appreciate the efforts of Committee members Tom Dale, Joe Lalley, C. R. Lyons, Mark Shively, Dennis Swartzell, Neville Thiele, and Scott Turley.

Special thanks must go to *LTL Collaborative,* represented by Laura Long, Sammy Long, Jim Smith, and Sharyn Columna, for scrubbing the survey data and providing valuable analysis of the information. They are also responsible for developing the CD version of this report. We also wish to recognize Heather Lukes of *Wise Digital, Inc.,* who developed the website data entry program, and Steve Glazner, APPA Director of Communications, who coordinated the entire project.

Finally, we thank the many institutions and APPA members who responded once again to our survey, and whose participation makes the report both valid and functional.

Interpreting This Report

The purpose of the *FY 2000 Comparative Costs and Staffing Report* is to present a reliable picture of facilities operations at educational institutions. A survey was designed for web-based entry, making it available to facilities managers at more than 3,000 institutions. Printed copies of the survey were mailed to approximately 1,600 APPA member institutions. Responses were made online, or arrived via fax, or in hard copy. Each was checked by hand, then again by computer, for accuracy. Erroneous data were corrected where possible, or else discarded.

Although the survey is useful for a variety of purposes, care should be taken to recognize the limits of the survey and to interpret the data accordingly. The following section describes the information included in the report, the data-checking and correction procedures, and statistical issues relevant to the report.

Report Sections

Organization of Tables:

The tables contained in this report are summarized and/or sub-totaled in different ways. The most common categories into which the data are organized are:

A. *Funding source*: private, public, and all institutions.

B. *Type of institution* (Carnegie classification): research, doctoral, masters, baccalaureate, associate of arts, and specialized. This information was generally obtained from APPA records as well as from the current Carnegie report of institutional classifications and the *Higher Education Directory*. An explanation of these classifications appears in the following section.

Canadian and overseas campuses self-assigned their institutions to Carnegie classifications, so they appear in the categories which most resemble their campus characteristics.

This year there are 11 K-12 schools or districts participating in the survey. These are in a fictitious "K-12" category in the Carnegie listings.

C. *Region*: CAPPA, ERAPPA, MAPPA, PCAPPA, RMA, and SRAPPA. Three institutions from outside North America were placed in an International region.

D. *Student FTE enrollment ranges:* 1 – 999, 1,000 – 1,999, 2,000 – 2,999, 3,000 – 4,999, 5,000 – 11,999, 12,000 – 19,999, and 20,000 plus.

Section I: General Data in this report is about the participating institutions. The Response Tally shows the counts of institutions in the above categories. Note the counts when the participating institutions are examined in two perspectives simultaneously (such as a cross tabulation of funding source and Carnegie classification). The count is low in some instances, and this should be taken into consideration when interpreting the data. Also consider that not every institution completes all parts of the survey. Thus, the count for a specific report may be less than that shown on this Response Tally report.

The second set of reports in the first section summarizes institutional profile information. Examine this information to determine which categories would provide the best comparable information for your campus.

Section II is a series of reports on operating costs; Section III contains staffing, salary, and union representation information; and Section IV: Appendices contains listings of the participating institutions in alphabetical sequence and in state sequence. The survey form and definitions for each data field also are in the Appendices.

The comments or additional questions from the participants appear only on the CD version of this report.

Data Corrections

Each survey response was checked to ensure consistency. Various written and verbal corrections were received from responding institutions and entered into the database. Particular attention was paid to the format and spelling of institution names, states, job titles, utilities, and so on. Institution types (Carnegie classifications), funding sources, and student enrollment levels were checked against published sources and against internal APPA records.

The checking also detected obvious data-entry errors. Common mistakes included dropping or including extra zeroes for costs and quantities, misinterpreting the definitions on what to include in figures, specifying the GSF of administrative office space instead of the campus GSF served by facilities administration, total salary for all employees rather than average salary per employee, a partial salary for a part-time worker instead of the full-time equivalent salary, incorrect calculation of BTUs, and so on. Where data appeared to be outside the norm, the institutions were contacted and requested to confirm or correct their numbers. A few persons did not respond and their data had to be deleted from the report so as not to bias the averages. Only clearly erroneous data were deleted or corrected.

Unfortunately, only 30% of the respondents reported MBTU amounts that seemed to be within reasonable ranges. Extensive BTU auditing had been performed on APPA's Strategic Assessment Model survey, so comparisons were made where an institution had completed both instruments. There were many cases of large variations

in the amounts reported by the same institution within one year, so the percent of reliable MBTU figures was further reduced. The decision was made to bypass use of the MBTU statistic in this report since it would take too much time to reconstruct correct figures. APPA will provide the respondents with a formula or model of how to convert energy usage into BTUs in future surveys.

Report Characteristics

Several characteristics of the survey should be kept in mind, because they tend to bias the averages in the report.

- Blanks and zeroes were not included in computations. The survey did not distinguish between institutions that merely failed to report on a given feature of their physical plant (say, their cogeneration facility), and institutions that did not have such a feature. This consideration is relevant to almost every portion of the report.

- A related concern is that one of the staffing-related fields allowed for a "yes/no" response as to whether each job function was unionized. "No" responses could not be distinguished from a failure to report this function and "No" was the default value on the website survey. This could bias the data to the "No" response and underestimate the true percentage of staff that is unionized.

  Note that in this section, only schools that listed some information for a job function were included in the statistics for the job function. Thus, institutions that did not list any information about their custodial staff are not included in the unionized percentage for custodial staff.

  Also, note that the percent unionized is a percent of the institutions and not a percent of the workforce. For instance, if college A has 50 FTE custodians that are unionized and college B has 30 FTE custodians that are not represented by a union, the percent unionized is 50% (meaning that half of the colleges in the sample have custodian staff under union representation). The number of FTE in the custodian position at each institution is not considered in the union percentage.

- The data generally do not conform to a standard bell curve. Typically, data is clustered in a low end of a range rather than being symmetrical about the mean. As a result, the median figures are typically somewhat lower than the average figures reported. If you examine administration-operating costs per GSF statistics in Section II of the report, data ranging from $0.05/GSF to $2.66/GSF are included in the average. The median is $0.36, the average $0.43, and at the 75 percentile the cost per GSF is $0.51. From this you can see that most data points are in the lower part of the range and quite distant from the $2.66 maximum. This has the potential to create some erratic results for categories with low numbers of institutions.

- None of the Section III salary position data is weighted. If there is a large school paying $25,000 per year to hundreds of custodians, and a small school that pays $15,000 per year to only two custodians, the average institutional figure comes out to $20,000 per year for custodians. The Section II In-house Labor data by function is weighted because it is based on total payroll costs. So the institution with hundreds of custodians has a much larger labor amount computed in the average than the institution with only two custodians.

- No summary averages are computed as the average of averages. Summary averages are computed as the sum of all divided by the count.

- Although the directions for how to report costs for various functional areas and job titles were detailed and explicit, not all schools were able to break this information down strictly according to the categories provided. Thus, some institutions might include work control costs under administration while others might have reported them under maintenance or other. For this reason, it is important to be careful when comparing institutions with each other. If some data appears surprising or inconsistent, it may be useful to investigate further, than to rely solely only on the reported information.

- Some types of institutions had higher response rates than others. Please refer to FY 2000 Respondents and Trends below.

For these and other reasons, it is incorrect to use this report to construct a hypothetical "average" institution by simply patching together the average numbers in each category of the report. Rather, this report is useful to highlight similarities, differences, and trends among the responding institutions. A school concerned about its utilities costs, for example, might want to select a key group of "peer" institutions among colleges in its region. If one among the peer group is unusually high or low, the school should consider calling the facilities manager or otherwise investigating the data. This is far more informative than including all institutions in the study, which provides very generalized information.

This caution about interpreting statistics is a general one, and should not be viewed as a shortcoming of the APPA survey. Biases, reporting consistency, and other concerns are always present when evaluating statistical information, and it is always important to know how to make valid comparisons. Keeping this in mind is the best way to ensure that this report is used as effectively as possible.

FY 2000 Respondents and Trends

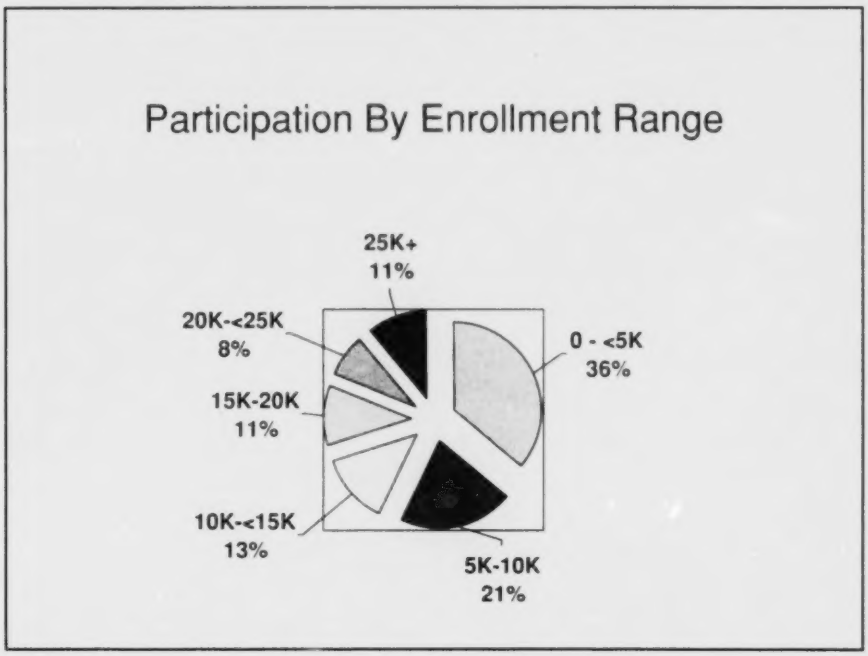
There was high interest in the FY 2000 CCAS survey. 248 institutions are included in this report, which is 28% more than the 193 in the FY 1998 report. About 200 more institutions visited the FY 2000 website and experimented with registering for the survey, and approximately 100 of those did register without completing the survey.

In 1994 there were 516 schools completing the CCAS survey. The 1996 survey experienced a 60% drop to 211 participants and the 1998 survey stayed at the level with 193 participants. So, the growth to 248 campuses is a welcomed change in the trend.

When the mix of participants is examined historically, it shows that the largest initial drop in participation was among Associate of Arts, Baccalaureate, and Master's degree granting colleges with enrollments of between 3,000 to 4,999 student FTEs in the Central, Southeastern, and Eastern APPA regions. The mix from regions, funding sources, regions and enrollment ranges has stabilized without any major differences in proportions during the last three surveys.

There are 172 public institutions versus 76 private institutions in this report. 62% of the schools in the survey award Master's degrees or higher. The Master's and Research categories have the largest Carnegie classification representations. K-12 schools in this study grew from seven in 1998 to 11 this year. (Another K-12 participated but had its entries over-written by a unique mishap. The loss of its entries was regrettable.) The representation from all APPA regions is good. Three are in the International regional designation. These are institutions from Beirut, China, and England. Their figures provide new points of comparison to the study.

The Report is biased to large universities since only 36% of the participants are in the 0 to 4,999 enrollment range. However, the lower enrollment ranges (enrollments up to 10,000 students) have most of the participants in the study.



Carnegie Classifications

The following are descriptions of the primary institutional classifications as defined by the Carnegie Foundation for the Advancement of Teaching.

Research Universities: These institutions offer a full range of baccalaureate programs, are committed to graduate education through the doctorate, and give high priority to research.

Doctoral Universities: These institutions offer a full range of baccalaureate programs, and are committed to graduate education through the doctorate.

Masters Colleges and Universities: These institutions offer a full range of baccalaureate programs and are committed to graduate education through the master's degree.

Baccalaureate Colleges: These institutions are primarily undergraduate colleges with major emphasis on baccalaureate degree programs.

Associate of Arts Colleges: These institutions offer associate of arts certificate or degree programs and, with few exceptions, offer no baccalaureate degrees.

Specialized Institutions: These institutions offer degrees ranging from the bachelors to the doctorate. At least 50 percent of the degrees awarded by these institutions are in a single discipline, such as music, art, law, or medicine.

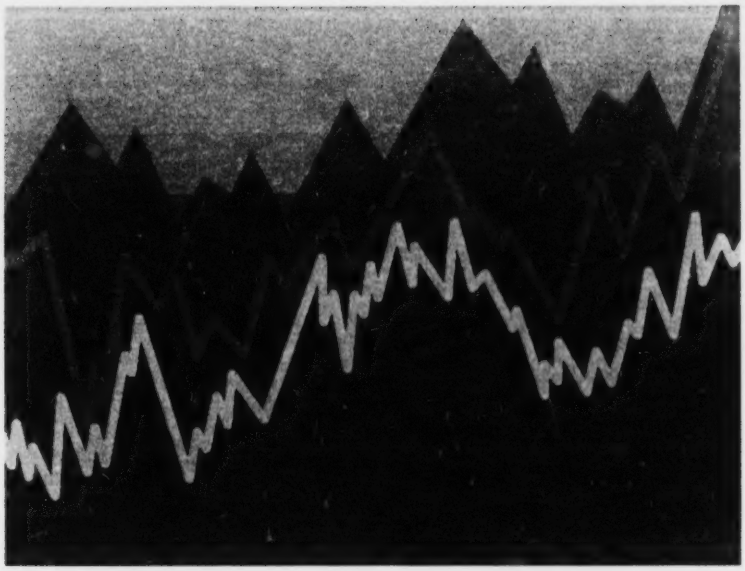
K-12: A *faux* Carnegie classification. It includes schools and school districts focusing on primary and secondary education.

APPA Regions

CAPPA:	Central
ERAPPA:	Eastern
MAPPA:	Midwest
PCAPPA:	Pacific Coast
RMA:	Rocky Mountain
SRAPPA:	Southeastern
International	

Section I

General Data



Section I: General Data Comments:

The objective of Section I is to display the count and the characteristics of the institutions which participated in this *Comparative Costs and Staffing Report* (CCAS). The information is derived from the "Section I: General Data" part of the survey.

There are 248 institutions taking part in this FY 2000 CCAS survey. The first table, "Response Tally" shows how the 248 institutions are distributed in the Funding Type, Carnegie Classification, Region, and Student Enrollment Range categories used throughout this report to summarize information. One or more institutions may not have completed a particular information field in the survey. Thus, it is possible that the count for any report is less than that shown in this table.

The distribution throughout the categories is rather even. There are exceptions, such as only one private Associate of Arts school. The smaller number of K-12 and Specialized institutions in the study makes for small numbers when distributed by region and enrollment range. The Carnegie classifications are distributed throughout all of the APPA regions with the exception of International.

Certain enrollment characteristics are obvious in the tally. Baccalaureate colleges are clustered in the 1,000 to 2,999 enrollment range; Master's and Doctoral are in the 5,000 to 19,999 range; and Research are in the 12,000 to 20,000+ range. Associate of Arts institutions are spread throughout the enrollment ranges.

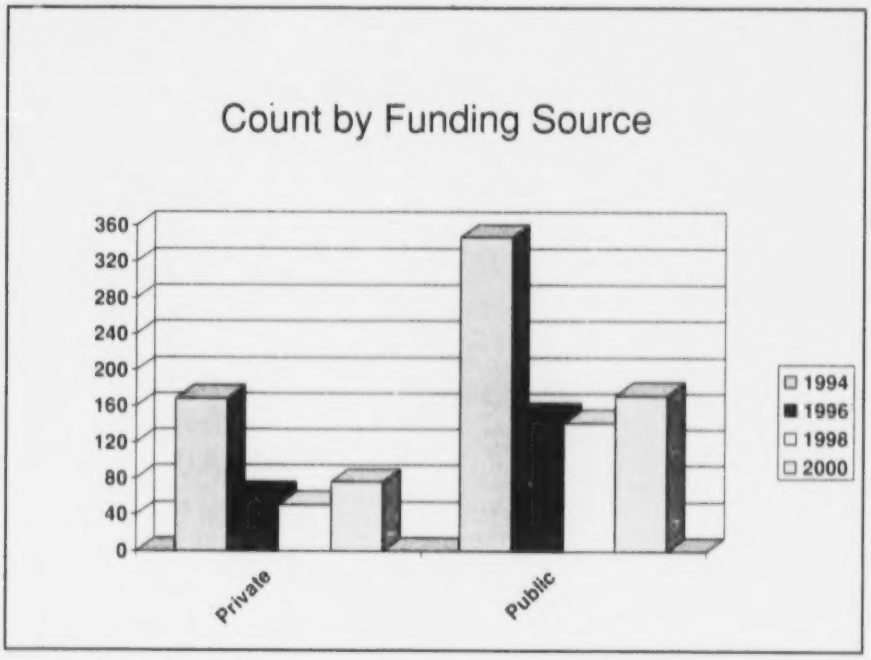
The General Data tables have interesting information on the characteristics of the four grouping categories. For instance, Public/Doctoral schools have an average of 3.7 million maintained GSF, which is double that of Private/Doctoral schools which have an average of 1.7 million GSF. The same magnitude of difference is reflected in their Student FTE and maintained acres averages. Also, the characteristics of the Private and Public Specialized schools are quite different. Examine the General Data tables to determine which groups are appropriate to be used in comparison to your institution.

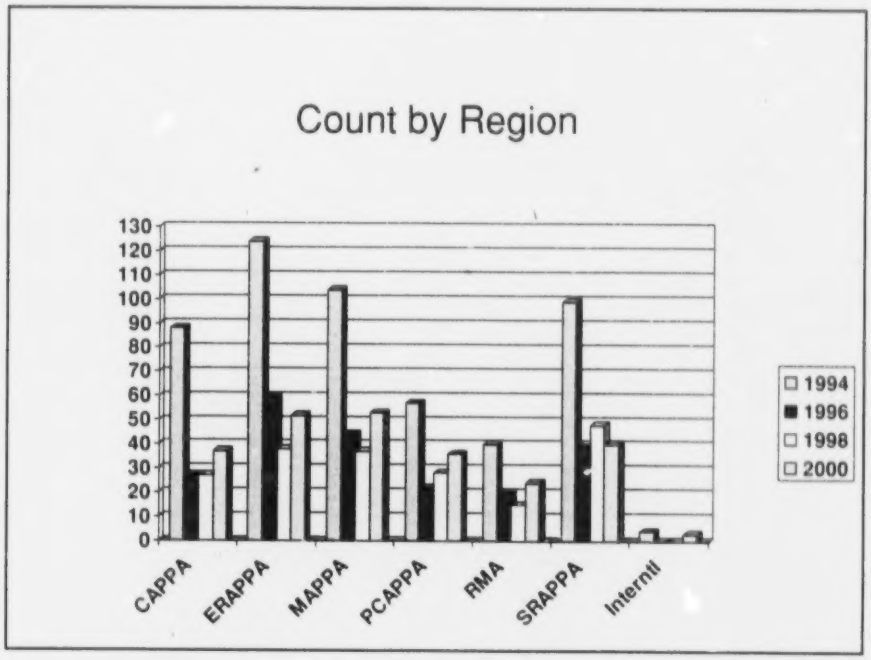
As with all reports contained herein, the "Institutional Profiles" should be interpreted with a mind to the number of institutions represented in a summary grouping as shown on the "Response Tally."

Response Tally

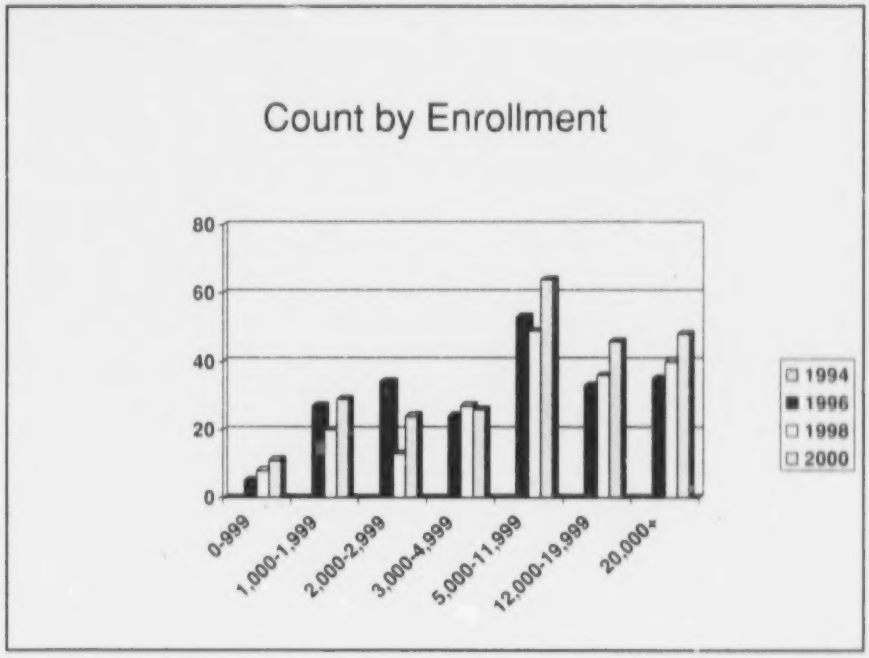
	Associate of Arts	Baccalaureate	Doctoral	K-12	Master's	Research	Specialized	All Types
BY FUNDING SOURCE								
Public	23	6	22	6	51	56	8	172
Private	1	33	6	5	14	13	4	76
Grand Total	24	39	28	11	65	69	12	248
BY REGION								
CAPPA	2	4	6	1	14	7	3	37
ERAPPA	6	8	5	3	13	17	0	52
MAPPA	6	13	9	2	8	11	4	89
PCAPPA	2	4	2	2	13	12	1	36
RMA	8	3	2	1	1	6	3	24
SRAPPA	0	7	4	2	16	13	1	60
International	0	0	0	0	0	3	0	3
Grand Total	24	39	28	11	65	69	12	248
BY STUDENT ENROLLMENT RANGE								
0-999	0	3	0	4	0	0	4	11
1000-1999	3	20	0	1	2	1	2	29
2000-2999	3	11	0	0	7	0	3	40
3000-4999	5	3	3	2	9	3	1	26
5000-11,999	9	1	16	1	29	8	0	64
12,000-19,999	2	0	8	0	15	21	0	90
20,0000 +	2	1	1	3	3	36	2	48
Grand Total	24	39	28	11	65	69	12	248

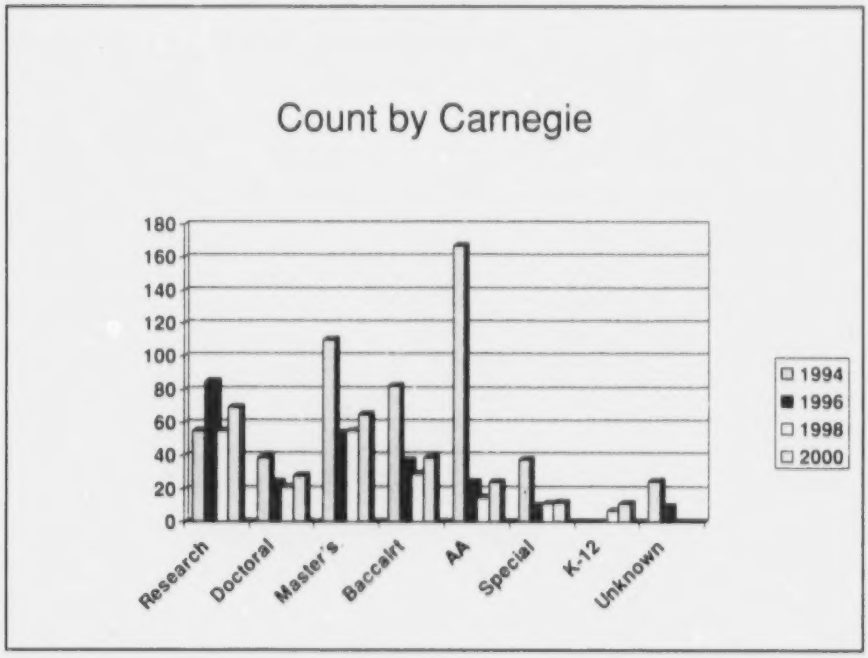
Response Tally





Response Tally





General Data by Funding Source

Carnegie Classification	Total Building Area (GSF x1000)	Rented Area (GSF x1000)	Area Maintained (GSF x1000)	Total Campus Grounds (acres)	Maintained Grounds (acres)	Student FTE	Physical Plant FTE	Benefits %
PRIVATE INSTITUTIONS:								
Associate of Arts	1,000	0	800	105	100	1,100	28	5
Baccalaureate	978	56	975	269	144	1,822	55	27
Doctoral	2,236	8	1,687	86	86	7,527	82	28
K-12	695	0	695	315	235	1,386	60	23
Master's	1,505	9	1,373	625	276	4,757	80	27
Research	7,258	131	5,613	961	517	11,986	399	27
Specialized	450	36	455	51	32	1,305	38	31
All Types	2,017	34	1,657	344	198	4,269	106	24
PUBLIC INSTITUTIONS:								
Associate of Arts	785	11	776	281	140	8,275	59	24
Baccalaureate	956	1	956	223	151	9,860	57	21
Doctoral	4,616	1,237	3,745	516	311	12,351	243	27
K-12	6,622	3	6,618	510	570	52,578	142	17
Master's	2,396	32	2,163	532	257	10,331	153	27
Research	9,335	182	6,670	1,866	691	23,047	508	27
Specialized	4,092	168	3,331	277	198	8,297	246	24
All Types	4,115	233	3,466	601	331	17,820	201	24

General Data by Region

Carnegie Classification	Total Building Area (GSF x1000)	Rented Area (GSF x1000)	Area Maintained (GSF x1000)	Total Campus Grounds (acres)	Maintained Grounds (acres)	Student FTE	Physical Plant FTE	Benefits %
CAPPA REGION:								
Associate of Arts	1,647	17	1,664	328	326	22,784	167	27
Baccalaureate	590	4	590	218	132	2,561	41	26
Doctoral	3,008	877	2,526	284	252	8,409	146	31
K-12	24,225	0	24,225	0	300	210,000	0	0
Master's	1,859	15	1,733	597	233	8,221	114	26
Research	8,289	104	5,753	3,981	372	21,061	464	24
Specialized	2,613	290	2,613	45	39	1,449	128	27
All Types	6,033	187	5,586	779	236	39,212	151	23
ERAPPA REGION:								
Associate of Arts	589	7	557	274	126	4,349	45	24
Baccalaureate	1,315	14	1,314	485	296	2,001	81	25
Doctoral	2,776	237	2,811	86	82	7,678	180	25
K-12	869	0	862	382	367	1,694	55	26
Master's	2,298	9	2,177	712	317	9,255	147	28
Research	8,355	115	6,643	997	516	20,072	474	27
All Types	2,700	64	2,394	489	284	7,508	164	26
INTERNATIONAL REGION:								
Research	3,121	78	3,121	440	414	8,083	275	18
All Types	3,121	78	3,121	440	414	8,083	275	18
MAPPA REGION:								
Associate of Arts	659	6	661	203	80	7,034	32	25
Baccalaureate	978	108	991	254	103	1,943	47	28
Doctoral	6,171	2,218	4,557	666	374	15,212	304	30
K-12	5,095	8	5,095	800	831	32,459	365	12
Master's	2,635	28	2,351	765	280	8,475	144	24
Research	13,275	222	8,423	2,411	1,018	27,003	674	30
Specialized	4,880	63	3,360	434	281	10,661	311	30
All Types	4,813	379	3,634	790	424	14,684	268	25

General Data by Region

Carnegie Classification	Total Building Area (GSF x1000)	Rented Area (GSF x1000)	Area Maintained (GSF x1000)	Total Campus Grounds (acres)	Maintained Grounds (acres)	Student FTE	Physical Plant FTE	Benefits %
PCAPPA REGION:								
Associate of Arts	1,378	0	1,328	148	98	11,817	49	15
Baccalaureate	967	9	977	94	82	1,952	61	29
Doctoral	3,212	13	2,224	525	250	10,553	117	24
K-12	512	0	512	65	57	2,309	60	21
Master's	2,091	14	1,566	268	210	11,914	110	29
Research	8,688	166	6,663	1,637	800	19,018	430	27
Specialized	1,000	0	1,000	0	0	0	38	27
All Types	2,550	29	2,039	391	214	8,223	124	24
RMA REGION:								
Associate of Arts	689	18	669	344	155	6,740	60	23
Baccalaureate	1,077	88	983	193	62	15,231	47	23
Doctoral	3,246	8	2,341	298	211	11,756	162	23
K-12	750	0	750	137	137	5,058	41	23
Master's	1,303	0	1,303	57	57	2,905	69	30
Research	7,714	199	5,273	827	526	21,618	391	28
Specialized	1,962	122	1,966	168	144	8,158	141	21
All Types	2,392	62	1,898	289	184	10,209	130	25
SRAPPA REGION:								
Baccalaureate	760	4	755	173	129	2,038	49	24
Doctoral	3,647	204	3,290	523	286	11,628	191	22
K-12	2,206	0	2,206	810	640	16,362	49	25
Master's	2,363	63	2,280	539	286	8,280	173	27
Research	8,547	256	6,127	1,517	678	21,429	505	28
Specialized	291	0	291	44	44	130	33	23
All Types	2,969	88	2,492	601	344	9,978	167	25

General Data by Student Enrollment

Carnegie Classification	Total Building Area (GSF x1000)	Rented Area (GSF x1000)	Area Maintained (GSF x1000)	Total Campus Grounds (acres)	Maintained Grounds (acres)	Student FTE	Physical Plant FTE	Benefits %
1 - 999 STUDENTS:								
Baccalaureate	550	5	540	397	68	868	24	24
K-12	343	0	343	160	79	680	21	17
Specialized	564	0	564	20	20	312	45	28
All Types	486	2	482	192	56	620	30	23
B1,000 - 1,999 STUDENTS:								
Associate of Arts	585	1	520	271	84	1,347	35	20
Baccalaureate	1,030	74	1,009	257	178	1,535	62	28
K-12	1,442	0	1,442	861	861	1,039	111	29
Master's	702	0	702	379	344	1,509	36	33
Research	3,279	0	3,279	125	95	1,889	270	23
Specialized	416	63	416	90	53	1,360	30	28
All Types	1,242	23	1,228	330	269	1,446	91	27
2,000 - 2,999 STUDENTS:								
Associate of Arts	465	28	468	532	129	2,532	33	21
Baccalaureate	1,002	33	1,033	271	112	2,447	52	26
Master's	1,333	31	1,361	729	355	2,634	71	29
Specialized	3,574	325	3,585	106	101	2,291	191	26
All Types	1,593	104	1,612	409	174	2,476	87	25
3,000 - 3,999 STUDENTS:								
Associate of Arts	481	8	481	299	149	3,842	30	27
Baccalaureate	1,186	0	1,186	283	188	3,628	63	14
Doctoral	1,665	1	1,296	171	148	3,702	93	27
K-12	683	0	672	98	90	3,719	70	22
Master's	1,347	33	1,224	419	179	3,939	88	30
Research	5,408	67	5,232	352	243	3,966	414	27
Specialized	800	30	800	240	200	3,451	30	27
All Types	1,653	20	1,556	266	171	3,750	113	25
5,000 - 11,999 STUDENTS:								
Associate of Arts	658	8	645	181	110	7,456	59	25
Baccalaureate	347	0	347	28	28	5,172	31	23
Doctoral	3,131	341	2,703	323	211	8,965	142	27
K-12	750	0	750	137	137	5,058	41	23
Master's	2,039	31	1,883	551	227	8,074	132	26
Research	4,359	123	3,625	501	274	8,592	268	30
All Types	1,881	84	1,659	287	165	7,219	112	26

General Data by Student Enrollment

Carnegie Classification	Total Building Area (GSF x1000)	Rented Area (GSF x1000)	Area Maintained (GSF x1000)	Total Campus Grounds (acres)	Maintained Grounds (acres)	Student FTE	Physical Plant FTE	Benefits %
12,000 - 19,999 STUDENTS:								
Associate of Arts	1,743	26	1,686	285	239	16,477	109	19
Doctoral	5,039	263	3,904	647	316	15,837	252	27
Master's	3,462	22	3,084	598	324	15,378	219	25
Research	7,752	173	5,254	2,589	727	15,775	388	27
All Types	4,499	121	3,482	1,030	401	15,867	242	25
20,000 - STUDENTS:								
Associate of Arts	2,047	5	2,047	233	233	30,257	138	19
Baccalaureate	818	0	818	50	50	43,000	55	19
Doctoral	19,562	19,698	14,149	1,000	1,000	35,645	1,266	28
K-12	12,759	6	12,759	933	1,033	102,048	259	17
Master's	3,120	0	2,232	434	255	23,922	147	24
Research	11,109	196	8,004	1,595	754	28,685	606	26
Specialized	9,964	180	6,913	800	514	28,651	637	22
All Types	8,483	2,869	6,703	721	548	41,744	444	22

Institutional Profiles

Institution	Student FTE	Total Building GSF	Rent GSF	Total Maint GSF	Other Maint Units	Campus (acres)	Maint (acres)	Other Grounds Units	Total Facilities FTE	Benefits %
AIMS COMMUNITY COLLEGE	3,848	381,300	0	381,300	No	254	254	No	13.0	20.0
ALAMO COMMUNITY COLLEGE DISTR	37,513	2,394,358	0	2,394,358	No	411	411	No	233.0	12.8
ALBUQUERQUE TECHNICAL VOCATI	8,746	1,084,320	0	1,084,320	No	121	121	No	96.0	25.0
AMERICAN UNIV OF BEIRUT	5,300	1,975,290	200,000	1,975,290	No	72	72	No	300.0	27.2
APPALACHIAN STATE UNIV	11,633	3,302,747	800	3,302,747	No	1,114	300	No	222.0	22.0
ARIZONA STATE UNIV	39,295	10,687,700	163,000	5,747,096	Yes	731	729	Yes	542.0	19.8
ARIZONA WESTERN COLLEGE	3,360	470,500	16,800	470,500	No	458	55	No	40.0	26.0
ARKANSAS STATE UNIV	8,483	2,920,331	0	2,898,161	No	2,007	480	No	193.0	28.0
ATLANTIC CAPE COMMUNITY COLLE	1,499	350,247	4,000	354,247	No	562	56	No	57.0	30.0
AURARIA HIGHER ED CENTER	20,612	2,174,765	157,939	2,174,765	No	127	127	No	154.0	19.8
BIRMINGHAM-SOUTHERN COLLEGE	1,920	928,574	0	928,574	No	192	45	Yes		27.8
BLACK HILLS STATE UNIV	2,920	728,699	0	728,699	No	123	123	No	38.0	23.8
BOISE STATE UNIV	16,209	2,804,299	37,078	1,432,382	Yes	310	310	No	125.0	35.0
BOSTON UNIV	22,730	9,900,232	0	9,900,232	No	0	0	No	565.3	0.0
BOWLING GREEN STATE UNIV	15,865	4,988,995	0	4,988,995	Yes	1,200	350	Yes	258.0	30.0
BOZEMAN SCHOOL DISTRICT	5,058	750,000	0	750,000	No	137	137	No	40.8	23.0
BRITISH COLUMBIA INSTITUTE OF TE	15,134	2,330,604	0	2,235,330	Yes	142	130	No	52.0	17.5
BROWN UNIV	7,333	5,600,000	322,387	5,600,000	No	149	110	No	325.0	35.6
BRYN MAWR COLLEGE	1,520	1,260,000	0	1,260,000	No	138	112	No	34.0	28.0
CALIFORNIA INSTITUTE OF TECHNOL	1,889	3,278,589	0	3,278,589	Yes	125	95	Yes	270.0	22.5
CALIFORNIA LUTHERAN UNIV	2,766	465,000	8,000	465,000	Yes	290	290	No	22.0	30.0
CALIFORNIA STATE UNIV/FRESNO	17,000	2,279,867	0	2,279,867	No	324	324	No	122.0	33.2
CALIFORNIA STATE UNIV/LONG BEAC	22,836	4,076,366	0	2,716,455	Yes	243	200	Yes	160.0	21.5
CALIFORNIA STATE UNIV/NORTHRID	21,440	3,993,139	0	2,688,600	Yes	353	315	Yes	192.0	21.7
CALIFORNIA STATE UNIV/SACRAMEN	19,309	2,864,407	61,101	1,890,780	Yes	282	259	Yes	163.0	25.5
CALIFORNIA STATE UNIV/SAN BERNA	11,124	1,480,195	0	1,285,298	Yes	430	236	No	130.0	23.0
CALIFORNIA STATE UNIV/SAN MARC	3,892	438,380	74,413	363,967	No	307	120	No	26.0	28.5
CAMPBELL UNIV	3,200	1,137,530	0	1,137,530	Yes	1,600	158	Yes	120.0	26.0
CANTERBURY SCHOOL	352	650,000	0	650,000	No	165	120	No	20.0	21.0
CARLETON UNIV	13,051	3,122,793	1,186,064	3,059,125	Yes	152	150	No	112.0	20.0
CASPER COMMUNITY COLLEGE	8,100	730,000	0	590,000	Yes	200	100	No	45.0	25.0
CATLIN GABEL SCHOOL	870	173,289	0	173,289	No	54	54	No	15.0	25.0
CITADEL, THE	2,920	1,393,737	200,000	1,593,737	No	240	120	Yes	84.0	28.0
CLEMSON UNIV	15,685	5,934,700	189,000	3,499,760	Yes	1,600	492	Yes	393.0	28.8
COLLEGE OF SOUTHERN MARYLAND	6,400	391,082	25,900	391,082	No	300	52	No	30.0	19.2
COLLEGE OF WILLIAM AND MARY	7,590	3,062,713	45,000	3,062,713	No	1,058	450	No	157.0	0.0

Institutional Profiles

Institution	Student FTE	Total Building GSF	Rent GSF	Total Maint GSF	Other Maint Units	Campus (acres)	Maint (acres)	Other Grounds Units	Total Facilities FTE	Bene-fits %
COLORADO COLLEGE	1,933	2,000,000	250,000	1,750,000	Yes	470	90	No	72.0	29.0
COLORADO MOUNTAIN COLLEGE	2,711	680,000	75,375	680,000	No	1,000	70	No	43.0	23.0
COLORADO STATE UNIV	20,145	8,305,069	256,700	5,404,856	Yes	1,590	217	No	352.0	20.6
COLUMBIA COLLEGE	5,172	346,936	0	346,936	No	28	28	No	31.0	23.0
COLUMBUS PUBLIC SCHOOLS	64,339	10,000,000	16,650	10,000,000	No	1,600	1,600	Yes	730.0	24.5
CONNECTICUT COLLEGE	1,717	1,386,731	30,000	1,356,731	No	750	173	Yes	112.0	24.0
CORNELL UNIV	19,660	16,535,683	0	9,574,957	Yes	740	500	Yes	1,039.0	33.0
DALLAS THEOLOGICAL SEMINARY	1,601	350,000	125,000	350,000	No	20	20	No	29.5	30.0
DARLINGTON SCHOOL	920	360,540	0	360,540	No	420	80	No	50.0	23.0
DEAN COLLEGE	1,100	1,000,000	0	800,000	No	105	100	No	28.0	5.3
DENISON UNIV	2,081	1,524,000	26,780	1,524,000	No	1,200	250	No	82.4	33.0
DREXEL UNIV	11,256	2,606,239	0	2,606,239	Yes	39	39	No	216.0	27.0
EAST TENNESSEE STATE UNIV	9,401	2,822,999	401,410	3,224,409	Yes	366	366	Yes	248.0	21.0
EASTERN ILLINOIS UNIV	10,495	3,055,728	44,437	3,055,728	Yes	320	320	Yes	178.0	35.0
EASTERN NEW MEXICO UNIV	2,905	1,302,601	0	1,302,601	No	57	57	No	69.0	30.0
EMBRY-RIDDLE AERONAUTICAL UNIV	4,445	1,153,988	32,663	683,201	Yes	164	149	No	49.9	26.5
EMPORIA STATE UNIV	4,598	1,663,080	0	1,252,769	Yes	544	223	No	116.5	23.0
FLORIDA A&M UNIV	9,796	2,838,643	0	2,104,707	Yes	762	495	No	217.0	29.0
FROSTBURG STATE UNIV	4,360	1,345,766	18,961	1,345,766	Yes	261	126	No	134.0	35.0
GEORGETOWN COLLEGE	1,672	784,915	23,500	784,915	No	104	104	No	52.0	18.0
GEORGIA INSTITUTE OF TECHNOLO	14,075	9,251,636	881,671	4,540,198	Yes	306	184	Yes	368.0	21.2
GEORGIA SOUTHERN UNIV	14,476	2,787,783	57,666	2,787,783	Yes	635	530	Yes	257.0	24.0
GEORGIA STATE UNIV	18,798	5,479,692	661,563	3,995,747	Yes	377	38	Yes	290.6	27.0
GRACELAND UNIV	1,839	556,745	0	511,745	No	170	170	No	38.3	34.0
GRINNELL COLLEGE	1,300	1,200,000	10,000	1,200,000	Yes	120	120	No	82.0	32.0
HAMILTON COLLEGE	1,700	1,576,707	0	1,576,707	No	1,282	1,282	No	114.0	35.0
HAMLINE COLLEGE	3,105	931,750	0	931,750	Yes	45	45	No	20.0	25.0
HARRISBURG AREA COMMUNITY CO	6,368	615,099	0	615,099	No	275	150	No	47.0	33.0
HAVERFORD COLLEGE	1,147	1,267,000	0	1,211,000	No	212	204	No	76.0	34.0
HEBREW UNION COLLEGE	401	228,900	0	228,900	No	20	20	No	24.0	36.8
HENNEPIN TECHNICAL COLLEGE	3,451	800,000	29,760	800,000	No	240	200	No	30.0	27.0
HOUSTON INDEPENDENT SCHOOL D	210,000	24,225,207	0	24,225,207	No	0	300	No	0.0	0.0
HUNTINGTON COLLEGE	912	600,000	0	600,000	No	160	20	Yes	6.0	25.0
IDAHO STATE UNIV	9,491	2,856,097	25,917	2,573,941	Yes	1,000	450	No	186.5	25.0
INDIANA UNIV	30,971	13,367,078	0	7,803,802	Yes	1,878	800	Yes	704.5	26.0
INDIANA UNIV- PURDUE UNIV/INDIAN	18,874	8,488,304	217,085	6,239,820	Yes	511	256	No	390.0	25.4

Institutional Profiles

Institution	Student FTE	Total Building GSF	Rent GSF	Total Maint GSF	Other Maint Units	Campus (acres)	Maint (acres)	Other Grounds Units	Total Facilities FTE	Bene-fits %
IOWA STATE UNIV	26,110	11,725,686	190,543	6,281,063	Yes	2,673	870	Yes	434.0	27.8
JAMES MADISON UNIV	14,814	4,130,146	52,499	4,130,146	No	472	472	No	325.0	32.6
JOHN BROWN UNIV	1,011	547,425	15,300	547,425	No	320	175	No	39.0	25.0
JOHNS HOPKINS UNIV	3,910	3,008,427	199,619	2,910,427	No	146	146	No	226.0	28.5
JOHNSON C SMITH UNIV	1,600	620,000	0	620,000	No	110	110	No	52.0	30.0
JOHNSON COUNTY COMMUNITY COL	8,055	899,002	34,724	933,726	No	245	240	No	100.0	41.0
KANSAS STATE UNIV	21,543	7,224,645	0	5,072,403	Yes	788	436	Yes	446.0	24.0
LAKELAND COMMUNITY COLLEGE	4,060	603,684	21,123	603,684	No	400	100	No	40.0	30.0
LE MOYNE COLLEGE	2,487	954,115	0	954,115	No	150	150	No	28.0	28.0
LEWIS AND CLARK COLLEGE	2,831	987,000	0	987,000	No	115	85	No	42.0	28.0
LINFIELD COLLEGE	1,518	911,255	0	911,255	No	165	95	No	42.8	32.0
LONGWOOD COLLEGE	3,574	1,391,766	27,619	1,419,385	No	80	80	No	74.0	32.0
LOUDOUN COUNTY PUBLIC SCHOOL	31,804	4,052,015	0	4,052,015	No	1,200	1,200	No	48.0	26.0
LOYOLA COLLEGE/MARYLAND	6,104	2,068,555	0	2,068,555	No	105	105	No	104.0	25.0
MARQUETTE UNIV	9,320	4,772,005	14,000	2,274,180	Yes	83	83	No	110.0	32.0
MEMORIAL UNIV OF NEWFOUNDLAN	13,500	3,473,657	0	3,473,657	No	277	176	No	300.0	16.5
MERRIMACK COLLEGE	2,200	957,693	0	957,693	No	240	60	No	30.0	20.0
MESA STATE COLLEGE	43,000	818,000	0	818,000	No	50	50	No	55.0	19.0
MIAMI UNIV	16,587	6,332,938	0	3,190,283	No	2,199	1,173	No	373.3	27.0
MICHIGAN STATE UNIV	43,038	20,882,699	0	11,810,568	No	5,300	2,100	No	616.0	29.6
MICHIGAN TECHNOLOGICAL UNIV	6,300	3,000,000	0	1,970,000	Yes	700	200	Yes	96.8	38.0
MIDDLESEX COUNTY COLLEGE	7,500	776,000	13,000	776,000	Yes	175	175	No	94.0	22.0
MILLSAPS COLLEGE	1,230	731,510	0	700,080	No	100	100	No	49.5	20.0
MORAVIAN COLLEGE	1,487	995,269	0	995,269	No	85	85	No	63.0	25.0
MUSKINGUM COLLEGE	1,742	836,743	0	836,743	No	220	160	No	34.0	20.0
NATIONAL LOUIS UNIV	7,000	701,000	19,000	508,000	No	25	25	No	36.0	20.0
NEW MEXICO STATE UNIV	12,434	4,807,980	0	2,829,242	Yes	900	900	No	283.0	26.0
NORMANDALE COMMUNITY COLLEG	6,900	428,978	0	428,978	No	100	37	No	26.3	23.0
NORTH CAROLINA STATE UNIV	28,011	9,777,829	67,105	7,593,301	Yes	3,683	968	Yes	569.0	25.8
NORTH DAKOTA STATE UNIV	8,253	3,141,505	0	3,141,505	Yes	258	258	No	130.5	38.0
NORTHEASTERN ILLINOIS UNIV	6,771	1,116,862	28,595	1,116,862	Yes	67	60	No	104.0	28.0
NORTHEASTERN UNIV	23,622	5,209,218	106,885	4,530,863	Yes	467	188	No	204.0	26.7
NORWICH UNIV	2,621	1,148,202	2,200	1,148,202	No	1,300	1,300	No	71.0	28.0
OHIO UNIV	19,353	6,418,363	44,500	5,285,833	Yes	1,636	691	No	364.5	30.9
OHIO WESLEYAN UNIV	1,905	1,493,543	0	1,493,543	No	95	95	Yes	66.0	43.0
OREGON STATE UNIV	15,091	6,275,415	0	6,275,415	Yes	420	380	Yes	158.0	40.0

Institutional Profiles

Institution	Student FTE	Total Building GSF	Rent GSF	Total Maint GSF	Other Maint Units	Campus (acres)	Maint (acres)	Other Grounds Units	Total Facilities FTE	Benefits %
PENNSYLVANIA STATE UNIV/PARK	38,145	15,554,771	275,042	10,401,468	No	536	536	No	976.0	35.2
PHILLIPS EXETER ACADEMY	1,039	1,441,653	0	1,441,653	No	861	861	No	111.0	29.0
PHOENIX COLLEGE	6,533	568,822	0	568,822	No	58	53	No	45.0	26.0
PIMA COUNTY COMMUNITY COLLEG	17,819	1,155,115	52,315	1,137,515	No	428	347	No	165.0	20.0
PITTSBURG STATE UNIV	5,314	1,652,128	0	1,317,177	Yes	469	184	No	112.8	25.0
PORTLAND STATE UNIV	11,614	3,568,872	0	1,874,524	Yes	50	50	No	47.7	23.5
PUNAHOU SCHOOL	3,748	850,000	0	850,000	No	75	60	No	105.0	16.0
PURDUE UNIV	37,762	15,339,245	25,771	9,984,201	Yes	1,579	878	Yes	1,259.0	23.0
QUEEN'S UNIV	16,174	5,600,000	0	4,100,000	Yes	165	120	Yes	179.5	20.0
RADFORD UNIV	8,579	2,340,830	51,482	2,340,830	No	179	179	No	185.0	32.0
RARITAN VALLEY COMMUNITY COLL	3,225	404,240	0	404,244	No	225	225	No	16.0	33.0
REED COLLEGE	1,339	750,000	0	750,000	No	100	100	No	55.0	25.0
REND LAKE COLLEGE	2,084	272,670	8,550	281,226	No	360	80	No	24.0	20.0
RHODES COLLEGE	1,496	836,477	0	836,477	No	110	110	No	66.0	26.0
RICE UNIV	4,274	3,208,740	0	3,208,740	No	283	283	No	236.0	25.0
ROCHESTER INSTITUTE OF TECHNO	14,642	4,461,071	0	3,365,686	No	1,300	500	Yes	232.0	26.5
ROCKWELL CITY/LYTTON COMMUNIT	578	190,000	0	190,000	No	0	62	No	0.0	0.0
ROCKY MOUNTAIN COLLEGE	761	413,093	14,300	380,593	No	60	45	No	14.0	20.0
RUTGERS THE STATE UNIV OF NEW	41,948	16,735,000	0	10,560,000	Yes	6,407	2,200	Yes	902.0	24.0
SAINT JOSEPH'S COLLEGE	930	638,137	0	638,137	No	970	140	No	53.0	28.0
SAINT JOSEPH'S UNIV/PHILADELPHIA	6,400	0	30,300	0	No	65	65	No	50.0	31.0
SAINT MARY'S COLLEGE/NOTRE DAM	1,600	1,150,968	1,150,968	1,150,968	No	55	55	No	60.0	30.0
SANTA CLARA UNIV	7,668	1,600,284	0	1,600,284	No	104	49	Yes	78.0	24.0
SANTA CLARITA COMMUNITY COLLE	8,500	425,000	0	420,000	No	154	65	No	46.0	13.0
SAUK VALLEY COMMUNITY COLLEGE	1,441	404,330	0	404,330	No	145	95	No	19.0	25.0
SCHOOL OF THE ART INSTITUTE/CHI	2,100	738,139	20,000	758,139	No	2	2	No	68.0	33.0
SCHOOLCRAFT COLLEGE	4,718	547,000	0	547,000	No	160	112	No	43.0	25.0
SHAWNEE STATE UNIV	2,892	640,000	0	640,000	No	60	70	No	38.0	35.0
SIENA HEIGHTS UNIV	2,000	500,000	0	500,000	No	0	0	No	0.0	0.0
SINCLAIR COMMUNITY COLLEGE	23,000	1,700,000	9,100	1,700,000	No	55	55	No	42.0	25.0
SOUTH DAKOTA STATE UNIV	7,339	2,615,688	6,000	2,592,584	Yes	272	61	Yes	151.3	13.6
SOUTHERN ILLINOIS UNIV/CARBOND	18,697	6,964,939	246,837	6,718,102	Yes	7,128	1,500	No	498.8	35.0
SOUTHERN ILLINOIS UNIV/EDWARDS	7,802	2,966,244	42,800	1,849,295	Yes	2,660	283	Yes	119.5	12.0
SOUTHERN OREGON UNIV	4,223	1,176,864	0	858,592	Yes	175	128	Yes	55.0	44.0
SOUTHWEST MISSOURI STATE UNIV	17,500	3,963,747	59,707	3,963,747	No	192	192	No	167.0	30.0
STANFORD UNIV	14,219	14,644,857	0	7,029,714	Yes	8,180	3,774	Yes	325.0	25.5

Institutional Profiles

Institution	Student FTE	Total Building GSF	Rent GSF	Total Maint GSF	Other Maint Units	Campus (acres)	Maint (acres)	Other Grounds Units	Total Facilities FTE	Benefits %
STATE UNIV NEW YORK/BROCKPORT	6,642	2,454,962	49,080	2,405,882	Yes	463	196	No	179.5	29.0
STATE UNIV OF NEW YORK/BUFFALO	21,854	9,352,450	595,006	7,366,450	Yes	1,346	953	No	447.9	30.1
STATE UNIV OF NEW YORK/PURCHA	4,000	2,133,577	0	2,133,577	No	506	225	Yes	136.0	0.0
STATE UNIV OF NEW YORK/STONY B	19,125	8,773,549	61,901	6,764,435	Yes	1,100	600	Yes	421.9	29.1
STATE UNIV OF WEST GEORGIA	8,700	1,622,000	4,500	1,626,500	No	394	300	No	140.0	30.0
STONEHILL COLLEGE	2,235	939,407	82,000	1,021,407	No	670	230	No	83.0	31.0
TARLETON STATE UNIV	7,070	1,372,060	19,699	1,372,060	Yes	2,022	157	Yes	97.0	28.0
TENNESSEE STATE UNIV	8,750	2,411,310	108,364	2,519,674	Yes	460	460	Yes	118.0	22.0
TEXAS A&M/CORPUS CHRISTI	6,621	1,177,901	0	938,190	Yes	230	200	No	90.0	15.5
THE UNIV OF TEXAS/SAN ANTONIO	18,608	1,807,669	43,493	1,626,902	No	622	220	No	195.0	33.0
THUNDERBIRD/GRAD SCH OF INT MG	1,118	482,584	0	482,584	No	160	86	No	29.5	25.0
TOWSON UNIV	13,362	3,709,541	18,051	3,709,541	Yes	328	323	Yes	136.0	30.0
TRINITY UNIV	2,526	2,037,608	0	2,037,608	No	115	115	No	68.0	23.0
UNIV OF AKRON	16,699	5,295,071	0	5,295,071	No	188	188	No	207.0	37.0
UNIV OF ALABAMA/TUSCALOOSA	18,500	7,950,689	0	7,950,689	Yes	1,000	1,000	Yes	400.0	28.0
UNIV OF ALASKA/ANCHORAGE	11,500	1,535,127	0	1,535,127	No	169	76	No	44.0	31.0
UNIV OF ARKANSAS/FAYETTEVILLE	12,939	6,510,096	79,662	3,501,302	Yes	24,512	300	Yes	325.0	23.4
UNIV OF CALIFORNIA/BERKELEY	30,560	14,181,867	310,000	9,360,995	Yes	1,550	1,525	Yes	485.0	25.0
UNIV OF CALIFORNIA/DAVIS	25,092	8,764,739	115,078	8,764,739	Yes	5,200	1,049	No	585.0	24.0
UNIV OF CALIFORNIA/LOS ANGELES	31,782	9,508,889	182,291	9,508,889	Yes	420	400	Yes	978.0	18.0
UNIV OF CENTRAL ARKANSAS	7,703	2,100,000	66,000	1,600,000	Yes	301	295	Yes	137.0	28.0
UNIV OF CENTRAL OKLAHOMA	14,247	1,845,830	0	1,845,830	No	212	212	No	94.0	25.0
UNIV OF COLORADO HEALTH SCIENC	2,745	3,229,090	208,916	3,242,090	No	218	218	No	238.0	18.8
UNIV OF DELEWARE	21,206	7,043,732	0	6,933,400	No	2,551	812	No	476.0	44.0
UNIV OF GEORGIA	30,912	12,056,471	128,511	7,587,018	Yes	2,825	605	Yes	907.0	23.0
UNIV OF GUELPH	14,000	5,337,000	0	4,905,884	Yes	1,200	334	No	310.0	22.2
UNIV OF HONG KONG	12,425	4,907,369	0	4,907,369	No	1,218	1,139	No	412.0	6.8
UNIV OF HOUSTON/CLEAR LAKE	6,806	600,304	0	600,304	No	521	190	No	75.0	32.0
UNIV OF IDAHO	9,409	3,820,444	12,700	2,291,732	Yes	1,428	357	No	190.0	35.0
UNIV OF ILLINOIS/URBANA-CHAMPAI	36,690	17,753,739	201,187	11,651,296	No	1,472	900	No	1,120.0	24.4
UNIV OF IOWA	24,398	13,444,766	99,797	6,043,938	Yes	1,901	600	Yes	630.8	32.4
UNIV OF KENTUCKY	31,000	11,200,000	0	6,097,654	Yes	856	856	Yes	658.0	23.4
UNIV OF MANCHESTER INST SCI & TE	6,524	2,480,973	35,091	2,480,973	No	30	30	No	112.5	19.0
UNIV OF MANITOBA	20,011	5,795,695	0	5,795,695	Yes	198	164	No	272.3	15.6
UNIV OF MARYLAND/BALTIMORE	5,553	4,486,608	0	4,745,665	No	25	25	No	349.6	25.0
UNIV OF MARYLAND/EASTERN SHOR	27,490	1,291,984	0	1,291,984	No	707	250	No	90.0	30.0

Institutional Profiles

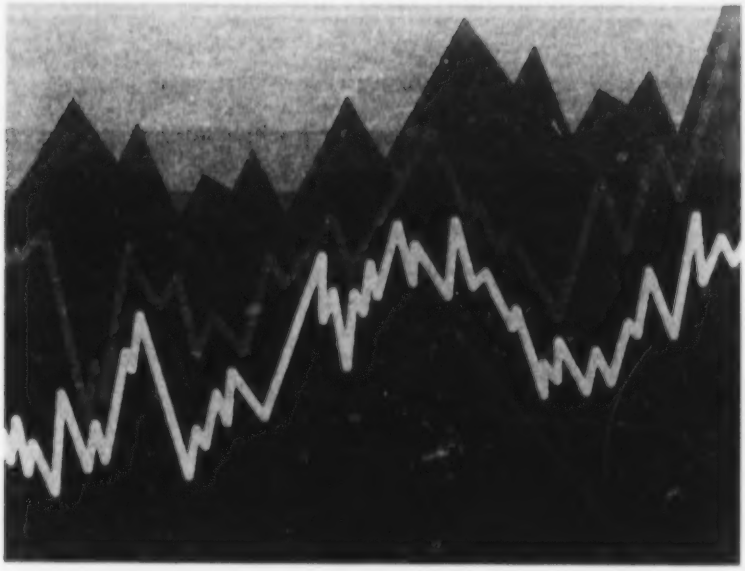
Institution	Student FTE	Total Building GSF	Rent GSF	Total Maint GSF	Other Maint Units	Campus (acres)	Maint (acres)	Other Grounds Units	Total Facilities FTE	Benefits %
UNIV OF MEMPHIS	15,613	5,102,169	755,140	3,440,128	Yes	295	189	No	323.0	35.0
UNIV OF MIAMI	12,875	2,154,826	0	2,154,826	Yes	265	265	Yes	84.0	30.3
UNIV OF MICHIGAN/ANN ARBOR	37,828	23,444,703	539,933	12,743,451	Yes	2,021	1,833	Yes	1,061.0	20.8
UNIV OF MINNESOTA/TWIN CITIES	35,645	19,562,076	19,697,505	14,148,932	No	1,000	1,000	No	1,266.0	27.7
UNIV OF MISSOURI/COLUMBIA	19,397	14,611,986	488,588	5,783,601	Yes	700	296	Yes	668.3	24.0
UNIV OF MISSOURI/ROLLA	4,135	2,054,791	3,200	1,554,159	Yes	233	165	Yes	150.5	25.0
UNIV OF MISSOURI/ST LOUIS	8,994	3,090,541	480	1,851,430	Yes	250	200	Yes	35.0	25.0
UNIV OF MONTANA	12,208	3,831,555	15,018	2,021,995	Yes	349	176	Yes	177.4	25.0
UNIV OF NEBRASKA/KEARNEY	6,780	1,779,812	19,896	1,723,746	Yes	258	144	Yes	75.0	22.0
UNIV OF NEVADA/LAS VEGAS	15,400	3,552,798	0	2,329,905	No	330	330	No	275.6	23.0
UNIV OF NEVADA/RENO	9,487	3,936,230	0	2,774,588	Yes	485	485	No	263.3	26.5
UNIV OF NEW MEXICO	21,499	7,509,108	0	7,509,108	Yes	680	250	Yes	472.5	26.0
UNIV OF NORTH CAROLINA/CHAPEL	22,761	12,309,994	355,448	9,494,362	No	3,838	751	No	967.0	24.0
UNIV OF NORTH CAROLINA/GREENS	11,374	3,635,952	0	3,582,000	Yes	198	198	Yes	198.0	40.0
UNIV OF NORTH CAROLINA/WILMING	9,003	1,843,047	17,944	1,843,047	Yes	906	400	Yes	146.5	25.0
UNIV OF NORTH DAKOTA	10,590	5,231,784	5,231,784	5,022,129	No	551	480	No	307.0	40.0
UNIV OF NORTH TEXAS	20,254	4,300,000	0	3,000,000	Yes	378	283	No	230.0	22.0
UNIV OF NORTH TEXAS HEALTH SCIE	717	735,000	0	735,000	No	15	15	No	85.0	25.0
UNIV OF NORTHERN COLORADO	11,303	2,660,000	0	2,660,000	No	246	246	No	147.5	21.5
UNIV OF NORTHERN IOWA	11,628	4,261,154	30,697	4,261,154	Yes	915	575	No	238.5	26.0
UNIV OF NOTRE DAME	10,654	7,219,776	304,399	6,513,100	Yes	1,250	800	Yes	477.0	31.0
UNIV OF PITTSBURGH	22,740	9,322,338	246,731	7,486,224	Yes	132	132	No	410.0	30.8
UNIV OF RHODE ISLAND	13,219	3,211,369	16,357	2,116,044	Yes	1,200	1,100	No	184.0	20.0
UNIV OF RICHMOND	3,560	2,239,244	145,075	2,384,319	No	331	318	No	182.0	28.0
UNIV OF ROCHESTER	3,715	10,005,512	0	9,576,820	Yes	626	299	Yes	779.0	27.6
UNIV OF SAINT THOMAS	10,616	2,400,000	12,000	2,400,000	No	87	87	No	0.0	29.0
UNIV OF SOUTH CAROLINA/SPARTAN	3,778	494,000	0	494,000	Yes	298	295	No	34.0	18.0
UNIV OF SOUTHERN CALIFORNIA	25,636	11,609,533	575,376	6,710,604	Yes	186	186	No	353.0	32.0
UNIV OF SOUTHERN MAINE	6,496	1,600,619	0	1,600,619	Yes	145	145	No	116.0	33.0
UNIV OF TENNESSEE	22,781	12,865,490	38,000	10,771,120	Yes	556	315	Yes	396.0	30.0
UNIV OF TENNESSEE/CHATTANOOG	7,025	1,947,436	10,000	1,454,038	Yes	118	100	No	100.0	28.0
UNIV OF TEXAS MEDICAL BRANCH	2,028	6,754,000	745,000	6,754,000	Yes	99	83	Yes	268.0	25.0
UNIV OF TEXAS/AUSTIN	49,009	16,372,156	160,050	13,912,288	Yes	1,006	843	Yes	1,068.0	33.0
UNIV OF TEXAS/PERMIAN BASIN	1,500	493,286	0	493,286	No	592	592	No	30.0	34.0
UNIV OF TULSA	3,870	1,753,544	0	1,148,341	Yes	209	209	No	45.0	31.0
UNIV OF UTAH	25,211	8,897,332	775,973	5,461,581	Yes	793	850	Yes	482.0	44.0

Institutional Profiles

Institution	Student FTE	Total Building GSF	Rent GSF	Total Maint GSF	Other Maint Units	Campus (acres)	Maint (acres)	Other Grounds Units	Total Facilities FTE	Benefits %
UNIV OF VERMONT	8,900	3,761,997	107,642	2,680,701	Yes	325	125	No	264.0	34.6
UNIV OF VICTORIA	12,275	3,119,160	0	3,119,160	No	402	402	No	190.0	15.0
UNIV OF VIRGINIA	18,346	11,382,395	234,926	7,386,396	Yes	1,830	650	Yes	700.0	31.5
UNIV OF WASHINGTON	33,800	15,600,000	800,000	13,650,000	Yes	700	400	Yes	950.0	27.0
UNIV OF WASHINGTON HOSPITAL	0	1,000,000	0	1,000,000	Yes	0	0	Yes	38.0	27.0
UNIV OF WESTERN ONTARIO	22,914	6,675,000	0	6,675,000	No	382	382	No	324.0	25.5
UNIV OF WINDSOR	5,428	2,477,800	0	2,458,079	No	146	126	No	137.0	28.0
UNIV OF WISCONSIN/LA CROSSE	8,504	2,170,250	0	1,296,409	Yes	130	130	No	96.9	41.4
UNIV OF WISCONSIN/MADISON	36,028	18,084,904	345,000	13,300,000	Yes	933	900	No	959.0	34.0
UNIV OF WYOMING	11,126	6,079,799	0	4,684,906	Yes	270	210	No	212.0	33.4
UPPER MORELAND SCHOOL DISTRIC	3,690	515,319	0	493,319	No	120	120	No	34.0	28.0
VALPARAISO UNIV	3,600	1,572,196	0	1,572,196	No	310	310	No	39.0	25.0
VIRGINIA INSTITUTE OF MARINE SCIE	130	291,256	0	291,256	No	44	44	No	33.0	23.0
VIRGINIA POLYTECHNIC INSTITUTE &	25,700	4,895,899	442,056	4,545,460	Yes	2,000	2,000	No	419.0	32.8
WASHINGTON STATE UNIV	18,982	9,510,591	0	7,193,992	Yes	550	550	No	412.0	30.0
WAYNE STATE UNIV	12,197	9,129,646	644,656	6,171,732	Yes	226	226	No	409.0	37.2
WEST LIBERTY STATE COLLEGE	2,569	922,430	4,000	922,430	Yes	300	140	Yes	42.0	31.6
WEST VIRGINIA UNIV	22,315	6,224,181	239,245	4,596,056	Yes	673	545	Yes	384.4	29.0
WESTERN CAROLINA UNIV	6,353	2,355,330	0	2,355,330	No	363	363	No	151.0	27.2
WESTERN ILLINOIS UNIV	12,600	4,411,107	0	4,411,107	No	1,587	430	No	320.0	0.0
WESTERN KENTUCKY UNIV	15,000	4,500,000	0	4,100,000	No	900	250	No	270.0	25.0
WHEATON COLLEGE	2,850	1,500,000	0	1,500,000	No	100	100	No	102.5	35.0
WHITMAN COLLEGE	1,397	940,689	0	940,689	No	100	75	No	55.0	31.0
WICHITA STATE UNIV	14,613	2,776,316	26,718	2,437,837	Yes	200	200	No	209.0	24.0
WILLAMETTE UNIV	2,241	1,189,026	37,929	1,230,113	No	62	66	No	90.0	30.0
WILLIAM JEWELL COLLEGE	1,140	738,223	0	738,223	No	400	200	No	56.0	31.0
WILLIAMS COLLEGE	2,216	2,027,992	3,500	2,027,992	No	2,950	450	No	155.0	33.0
WITTENBERG UNIV	2,100	1,138,328	214,000	1,352,329	No	110	110	No	28.0	23.0
WORCESTER POLYTECH INSTITUTE	3,100	1,185,300	0	1,185,300	No	70	70	No	83.5	26.0
XAVIER UNIV/CINCINNATI	6,400	1,529,048	47,000	1,246,688	Yes	130	130	No	58.0	22.0
YAVAPAI COLLEGE	2,800	441,385	0	441,385	No	236	236	No	31.0	20.0
YORK UNIV	34,032	5,749,194	30,134	5,749,194	No	669	573	No	336.0	21.1

Section II

Costs and Staffing



Section II: Cost and Staffing Data Comments:

The objective of Section II reports is to provide the facilities professional a quick reference to operating cost ratios for eight common functions performed in facilities plus an "Other" category and "Total Costs." The operating cost ratios are summarized and averaged by the four groupings used throughout this Report. "Other" represents all net costs associated with the operation of any facilities related service that does not naturally fit into one of the eight defined functions. The "Other" category is useful for defining the delta between "Total Costs" and the eight common functions, and for defining the total scope of facilities operations at an institution. The "Administration" category is placed in perspective when viewed in comparison to "Total Costs." The information is derived from the "Section II: Cost and Staffing" part of the survey.

The FY 2000 CCAS survey dropped the Safety category in Section II (while retaining safety positions in the staffing analysis in Section III). It is not known whether all of the institutions with Safety operating costs redirected the expenses to the Other category in Section II. It appears that some did not, so where there are comparisons made between 1998 and 2000 CCAS operating costs, the Total Costs category is excluded. All other comparisons appear to be valid.

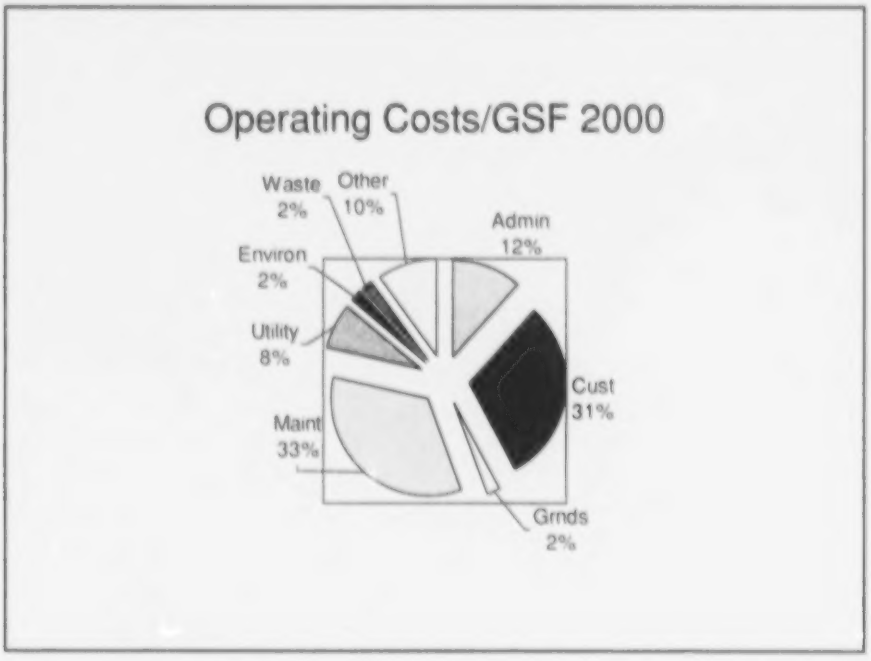
Summary Cost Trends

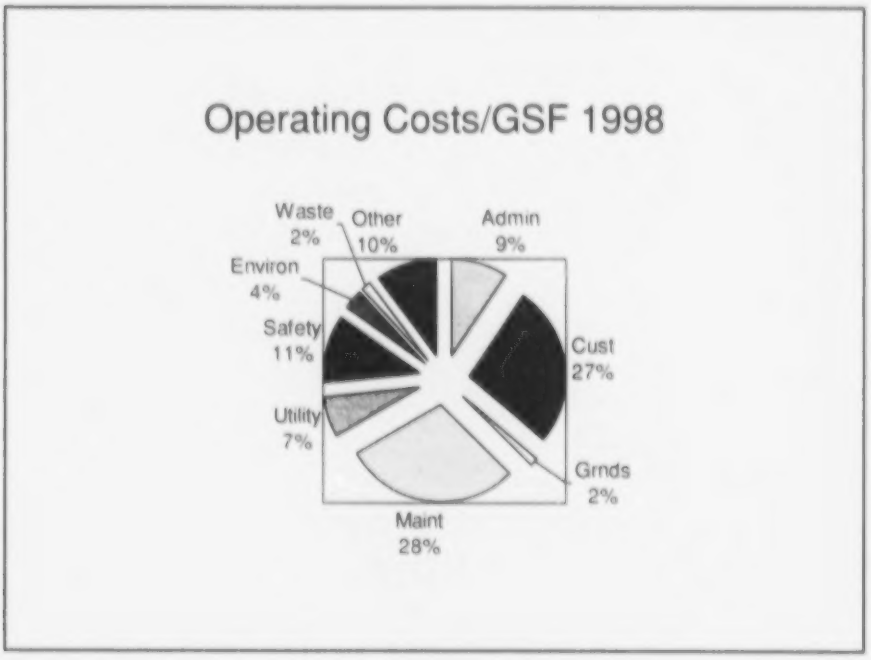
The three pie charts show the overall average operating costs per GSF as a percent of total costs per GSF for the 1994, 1998, and 2000 CCAS surveys. (Costs per GSF were not included in the 1996 CCAS survey.) The possible total cost data aberration noted above may have affected the FY 2000 percents to some degree. Also, note that the GSF varies from function to function, and no weighting of GSF is taken into consideration in these pie charts. The percents would be altered to some degree if based on total expenditures rather than costs/GSF. Keeping these things in mind, there are trends worth noting.

- Money spent on administration of facilities appears to be in the same proportion as in 1994.
- Custodial operating costs/GSF are a larger percent of operating costs in each study growing from 24% in 1994 to 27% in 1998 and 31% in 2000.
- Maintenance operating costs/GSF are a larger percent of operating costs in each study growing from 23% in 1994 to 28% in 1998 and 33% in 2000.
- The proportion for Utility operating costs/GSF drops from 15% in 1994 to 8% in 2000.
- The proportional investment in Grounds maintenance per GSF drops from 7% in 1994 to 2% in 2000.

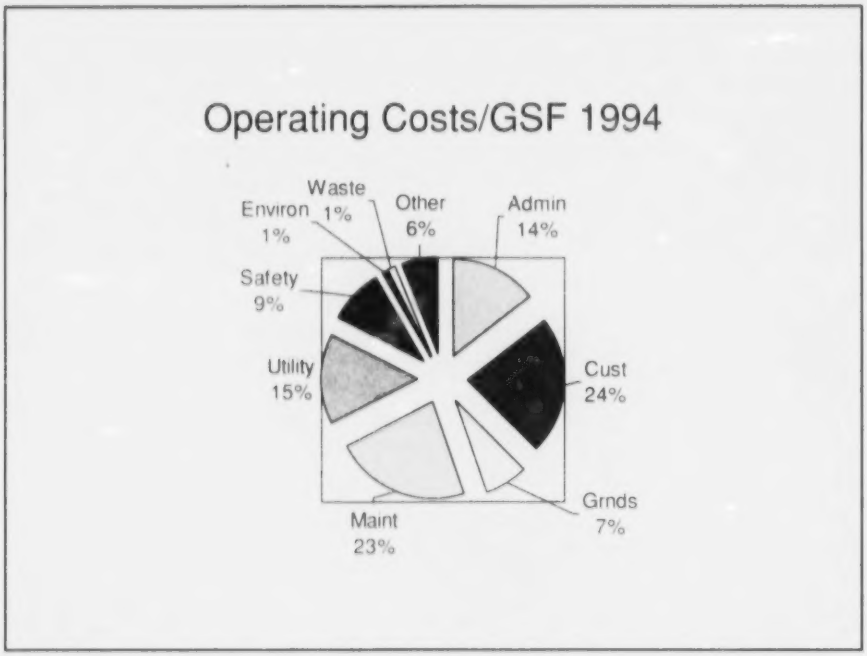
The facts on FY 2000 operating costs can be found in this section of the Report.

Percent Operating Cost per GSF by Function





Percent Operating Cost per GSF by Function



Operating Costs per GSF and per Student Tables

Background:

This first series of tables is calculated by *summing* the following three data fields:

Total in-house labor cost (including salaries, wages, and benefits)
Total in-house non-labor cost (including supplies, equipment, training, etc.)
Total costs for contracted services

The sum of these three data fields is divided by the sum of Total GSF for which department performs specific functions in each category. The last table in this series is computed as a ratio to student FTE versus GSF.

Trends:

The bar charts On Operating Costs per GSF show that the average costs have been rather consistent between the 1998 and the 2000 CCAS studies. There are some larger variations between the 1994 and 1998/2000 studies but that is because the 1994 CCAS report had a much larger sampling of institutions in the lower enrollment ranges. The consistency over the past two studies is a validation of the data.

- The charts by funding source show a noticeable drop in environment costs, but the scale is small and only represents a few cents per GSF.
- The charts for all groupings present 1994 grounds cost per GSF as three times higher than that calculated in 1998 and 2000. This is questionable. The 1998 and 2000 figures show grounds costs per GSF that are consistent with a reasonable growth factor.
- The charts by Carnegie display a few swings in utility costs as well as the changes in environment costs.
- The charts by Carnegie show that the escalation in maintenance costs per GSF occurred in Research, Doctoral, Master's and K-12 while staying the same or reduced in Baccalaureate, Associate of Arts, and Specialized categories. The charts by region highlight maintenance costs growth in the Central, Midwest, Pacific Coast, and Southeastern APPA regions. When summarized by enrollment ranges, maintenance costs growth is across the board with the exception of the 2,000 to 2,999 range.
- The charts on custodial costs per GSF show a small incremental growth in almost every grouping category.

In-house Labor Cost per GSF and per Student Tables

Background:

This second series of tables is calculated in the following manner:

Sum of total in-house labor cost (including salaries, wages, and benefits) *divided by*
Sum of total GSF for which department performs specific functions in this category

The last table in this series is computed as a ratio to student FTE as versus GSF.

Trends:

The bar charts on In-house Labor Costs per GSF also show that the average costs have been rather consistent between the 1998 and 2000 CCAS studies. There is a 300% increase in waste labor costs, but the scale is low and represents only $0.03/GSF. The Specialized and K-12 schools have the largest waste labor cost increases. Regional charts show increases in labor expenses for almost all functions. The enrollment charts point out that administrative labor costs increased in the lower enrollment campuses, while some functions, such as waste, have labor cost increases across all enrollment ranges.

Total Cost of All Utilities Per GSF and Per Student Tables:

The third series of tables is calculated in the following manner:

Sum of total cost of all utilities (including water and sewer) *divided by*
Sum of total GSF for which department performs specific functions in this category.

The last three tables in this series are computed as a ratio to student FTE as versus GSF.

Background:

This is the first year that tables are run on total cost of all utilities from Section II of the CCAS survey. In past years, Section IV: Energy/Utilities Cost and Consumption, was the source of data on utilities. As previously noted, that section of the survey was eliminated in the 1999-2000 CCAS survey.

The bar charts show that private institutions have a slightly higher cost per GSF than public institutions. The higher costs per GSF are found in Doctoral and Baccalaureate institutions. There are lower utility costs per GSF in CAPPA, MAPPA, and RMA regions. The utility cost is even across most enrollment ranges, except the 1,000 to 1,999 range, which has much higher costs.

The charts on utility costs per student FTE show a quite different picture. The private institutions have a much higher cost per student than the public institutions. When summarized by Carnegie, the costs are an even step down from Research to Doctoral to Master's to Associate of Arts, with Baccalaureate breaking the sequence with a spike. Regional summaries show ERAPPA and International as the highest cost areas. The summary by enrollment range shows the 1,000 to 1,999 category as double the cost of other enrollment ranges. There are 29 institutions in this enrollment range and 20 of these are Baccalaureate degree-granting schools that already have been identified as having higher utility costs when calculated by either GSF or student FTE.

Percent Operating Costs Contracted:

The last table in this section of the Report is a listing by institution that shows the percent of each function within facilities performed under contract(s).
The percents are calculated by function as:

> Total costs for contracted services *divided by* the sum of Total in-house labor cost, Total in-house non-labor cost, and Total costs for contracted services

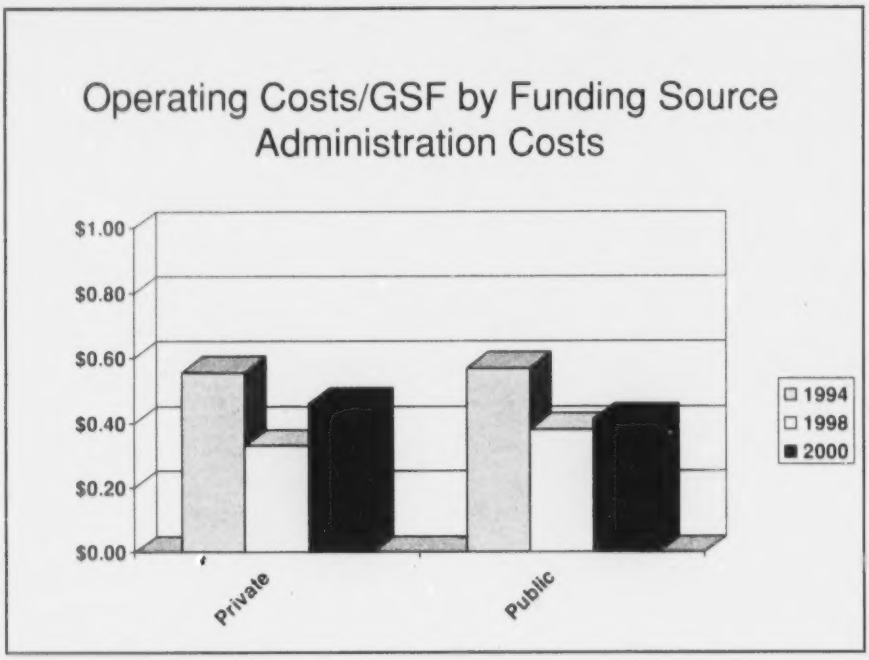
When this table is examined, it shows that most facilities functions are performed with in-house labor. The percent of institutions contracting 25% or more of a function are as follows:

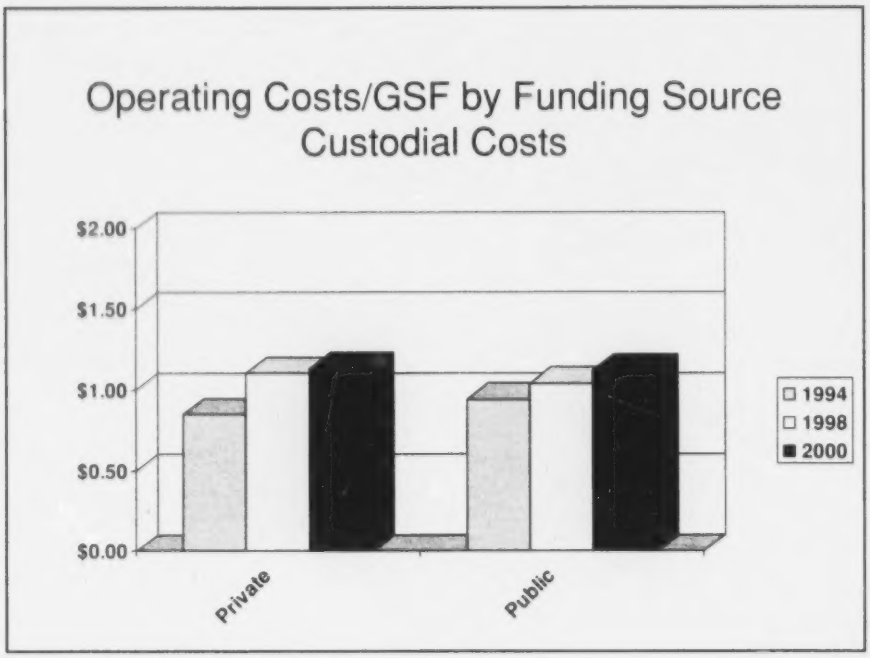
Administration	7%
Custodial	15%
Grounds	7%
Maintenance	15%
Energy	10%
Environment	0%
Waste	23%
Other	5%

Operating Costs per GSF by Funding Source

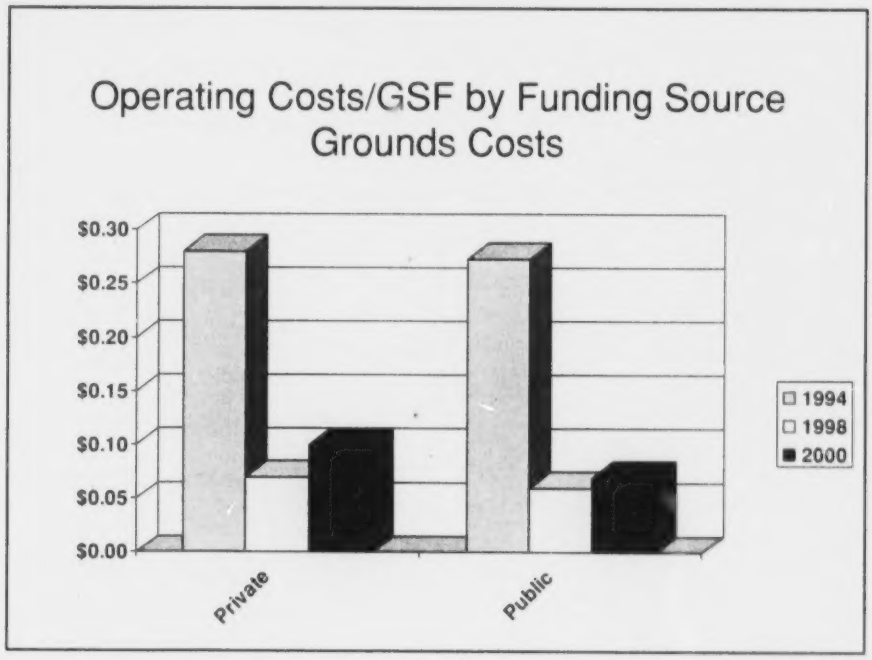
Funding Source	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
Private	76	3.42	0.46	1.13	0.10	1.37	0.22	0.05	0.07	0.33
Public	172	3.34	0.41	1.12	0.07	1.20	0.30	0.08	0.06	0.40
All Types	248	3.36	0.43	1.12	0.08	1.25	0.28	0.07	0.07	0.37

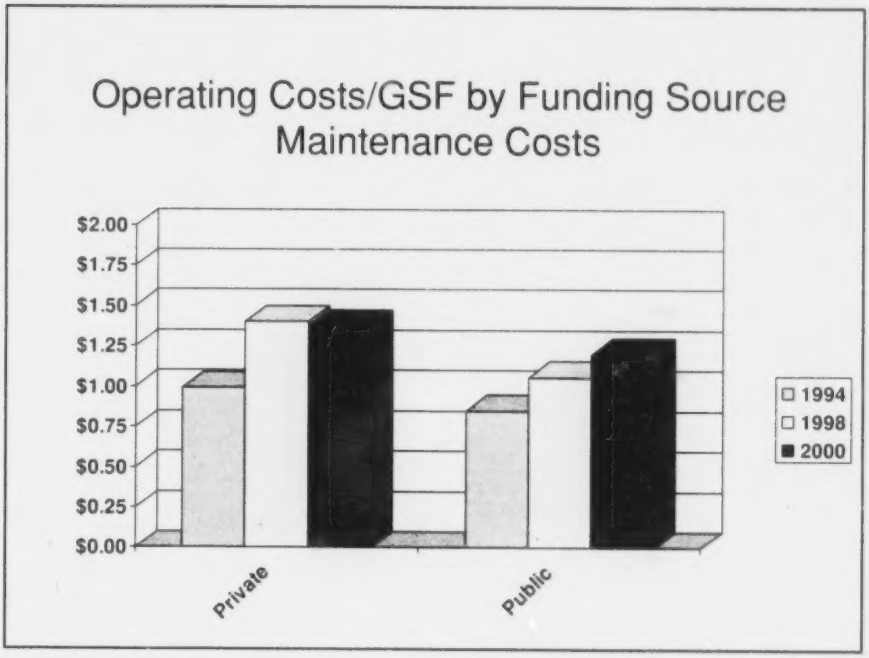
Operating Costs per GSF by Funding Source



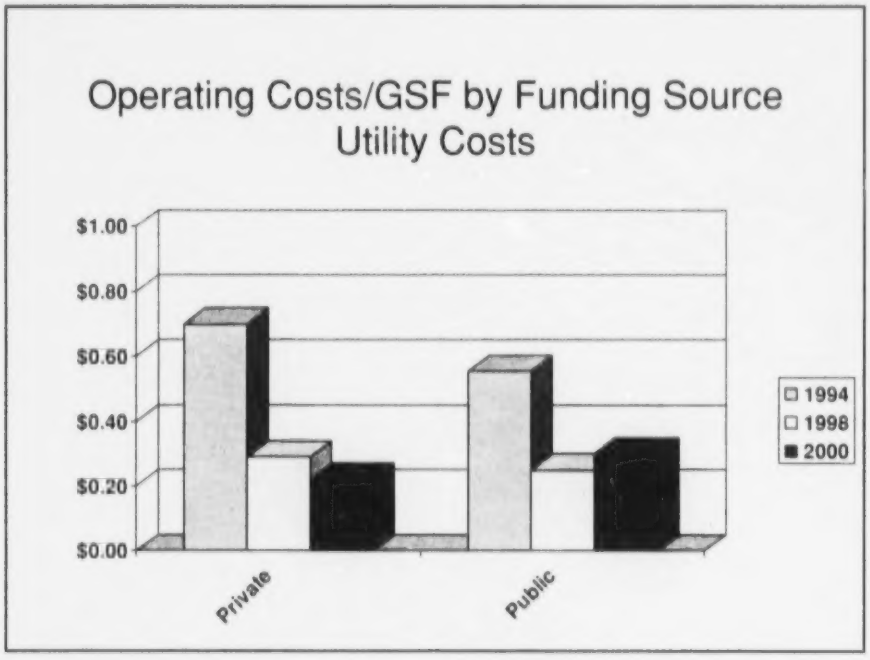


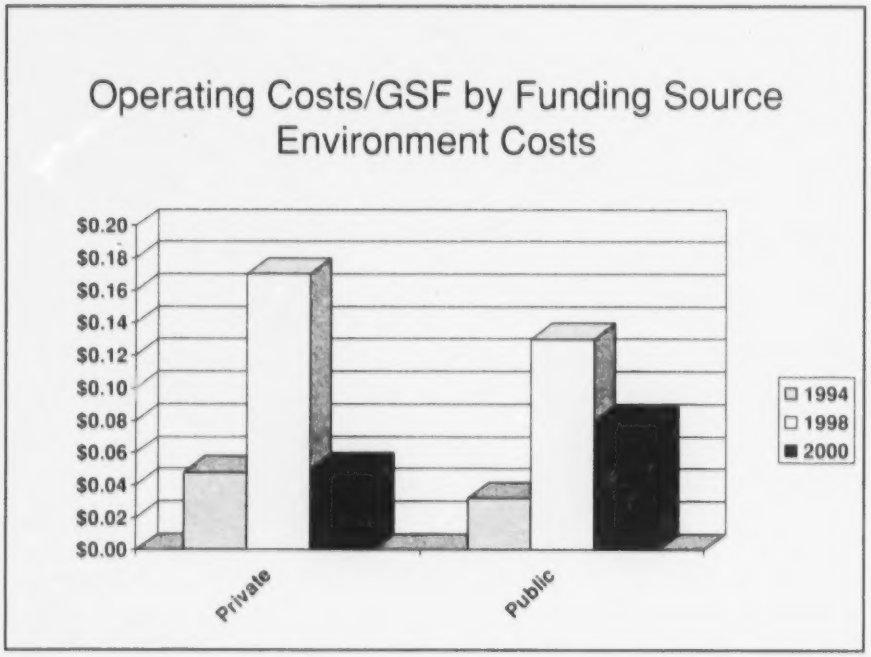
Operating Costs per GSF by Funding Source



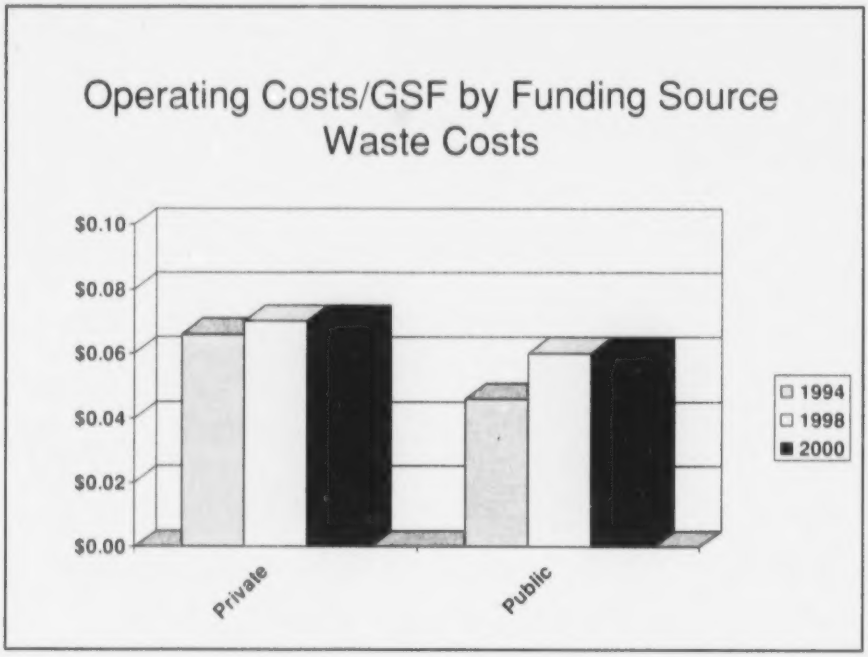


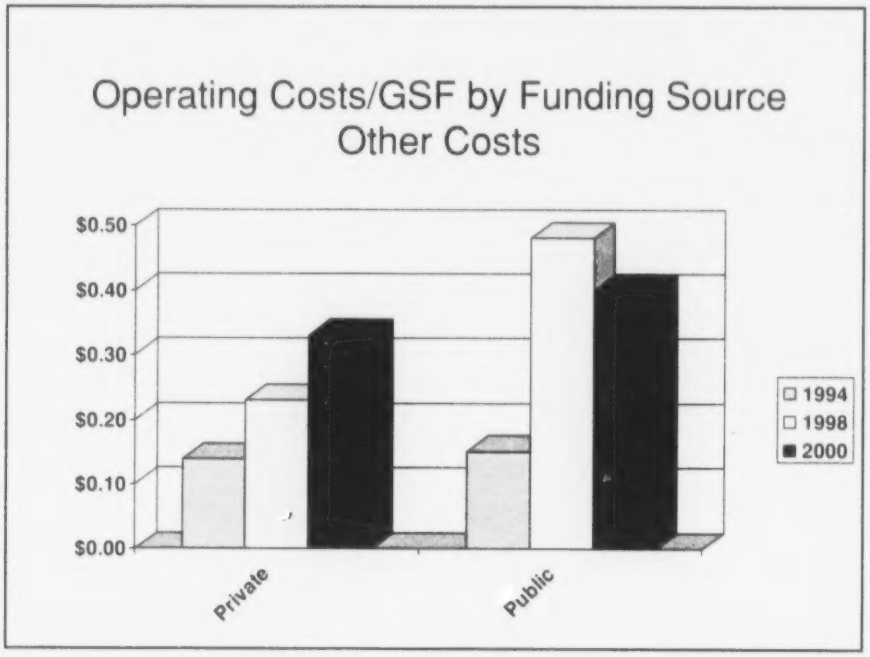
Operating Costs per GSF by Funding Source





Operating Costs per GSF by Funding Source

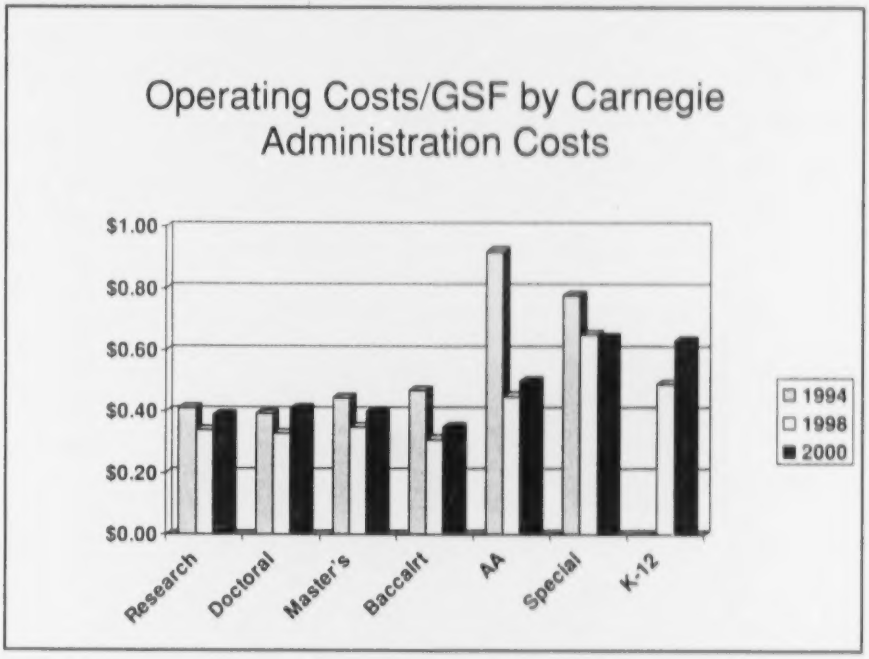


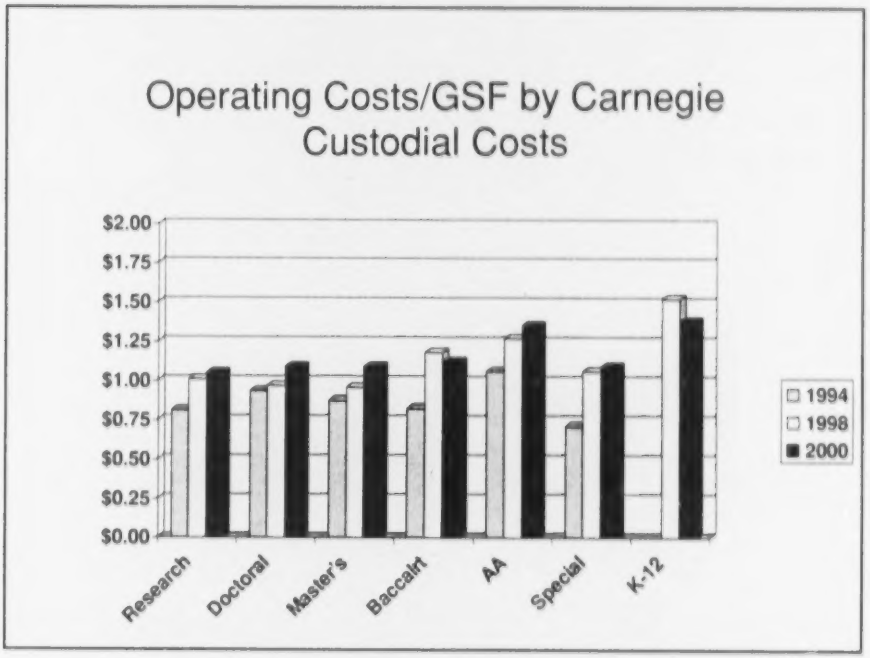


Operating Costs per GSF by Carnegie

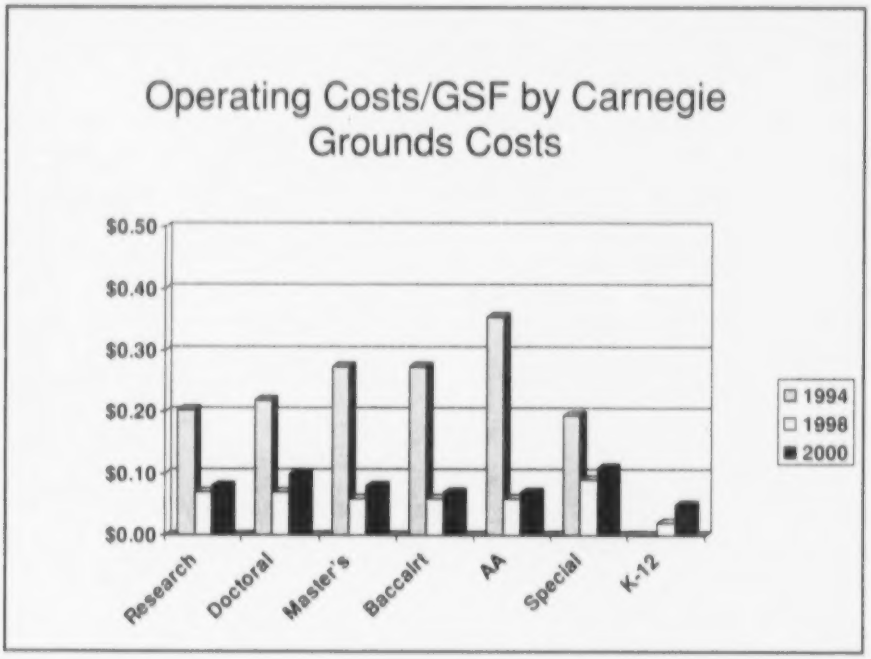
Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
Associate of Arts	24	4.00	0.56	1.35	0.07	1.25	0.11	0.04	0.07	0.97
Baccalaureate	39	3.08	0.35	1.12	0.07	1.26	0.18	0.02	0.06	0.19
Doctoral	28	3.19	0.41	1.09	0.10	1.18	0.22	0.08	0.05	0.22
K-12	11	3.66	0.63	1.38	0.05	1.32	0.06	0.07	0.14	0.64
Master's	65	3.16	0.40	1.09	0.08	1.22	0.26	0.05	0.06	0.26
Research	69	3.44	0.39	1.05	0.08	1.22	0.46	0.13	0.06	0.35
Specialized	12	3.77	0.64	1.09	0.11	1.68	0.31	0.18	0.10	0.23
All Types	248	3.36	0.43	1.12	0.08	1.25	0.28	0.07	0.07	0.37

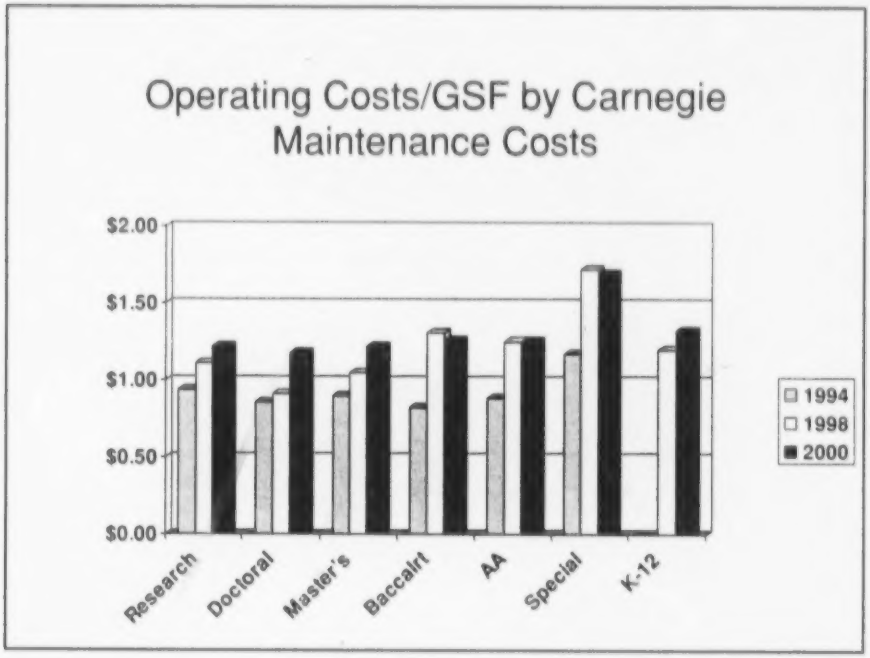
Operating Costs per GSF by Carnegie



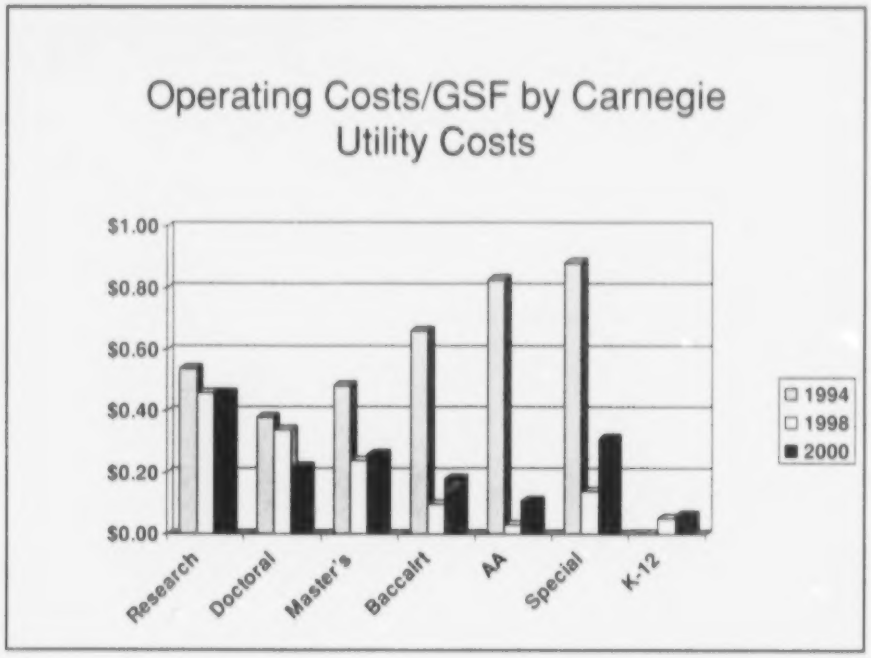


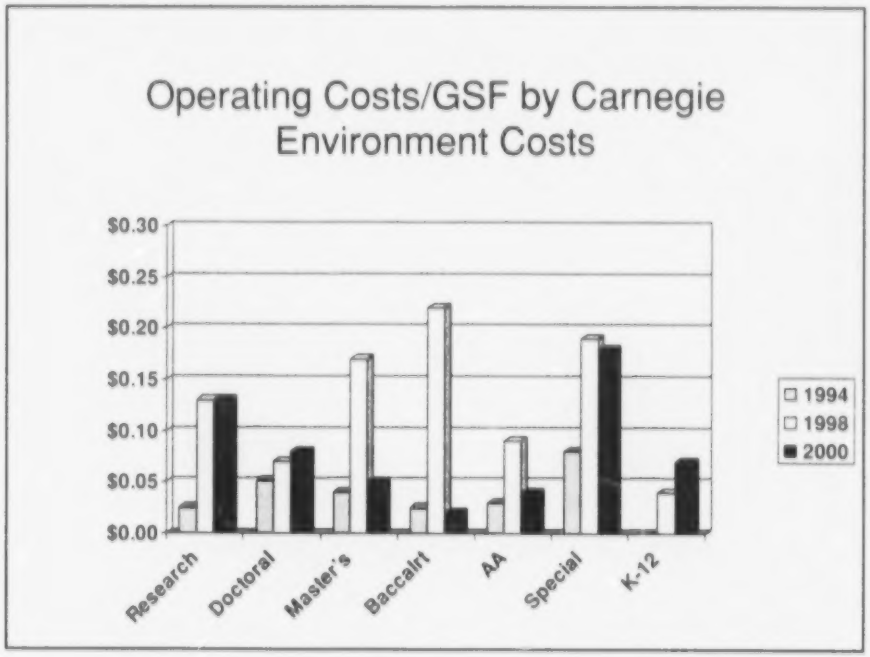
Operating Costs per GSF by Carnegie



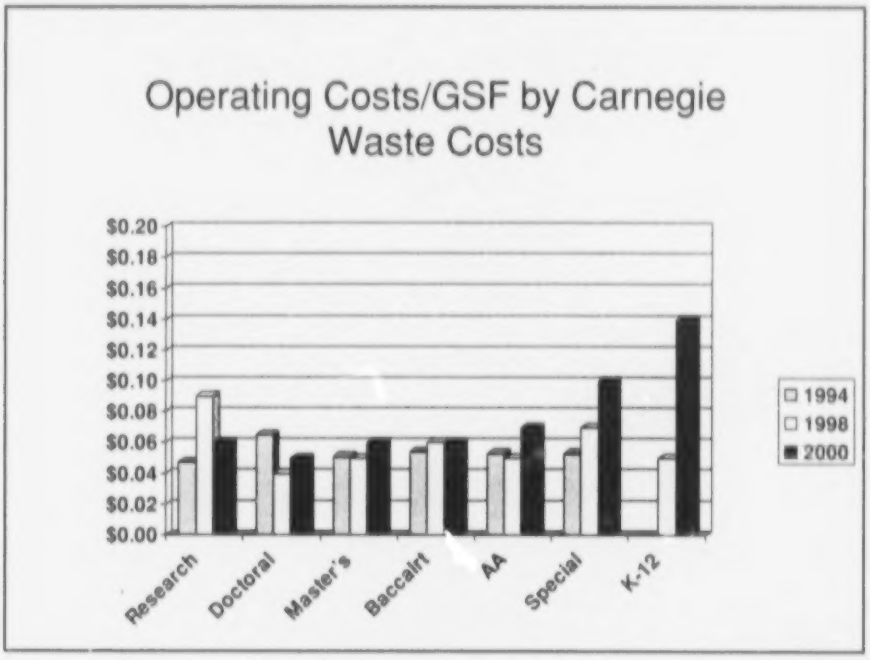


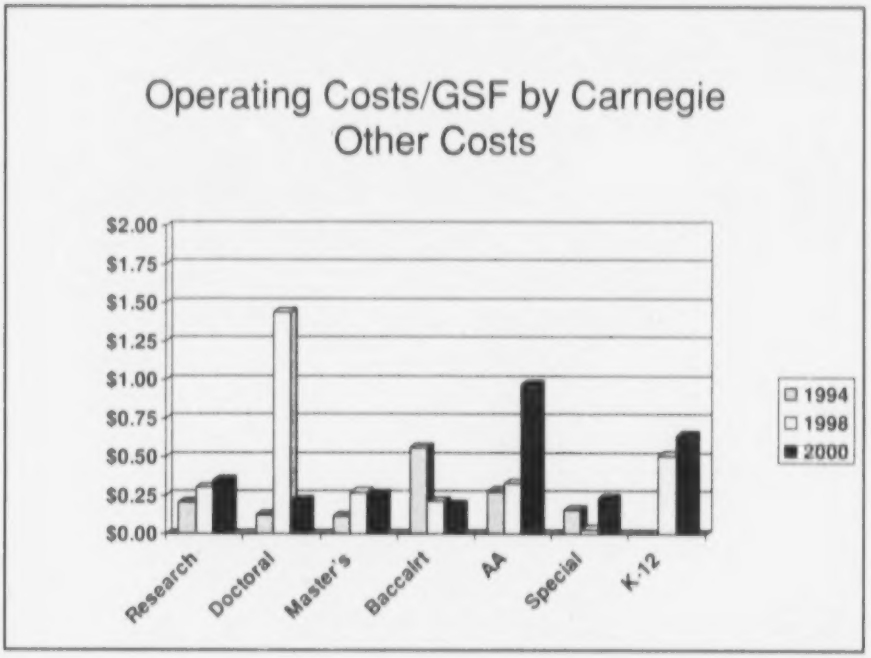
Operating Costs per GSF by Carnegie





Operating Costs per GSF by Carnegie





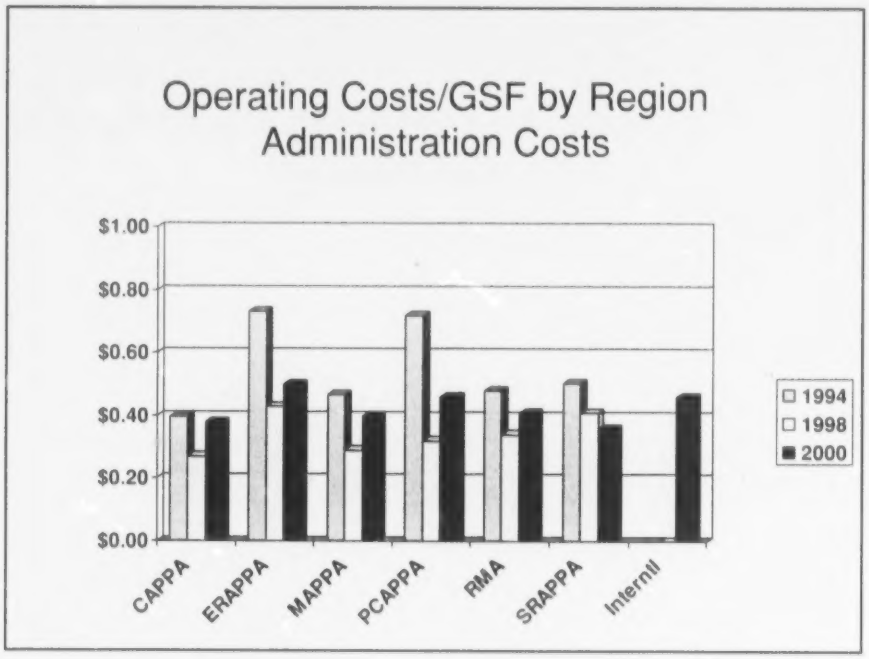
Operating Costs per GSF by Funding Source & Carnegie

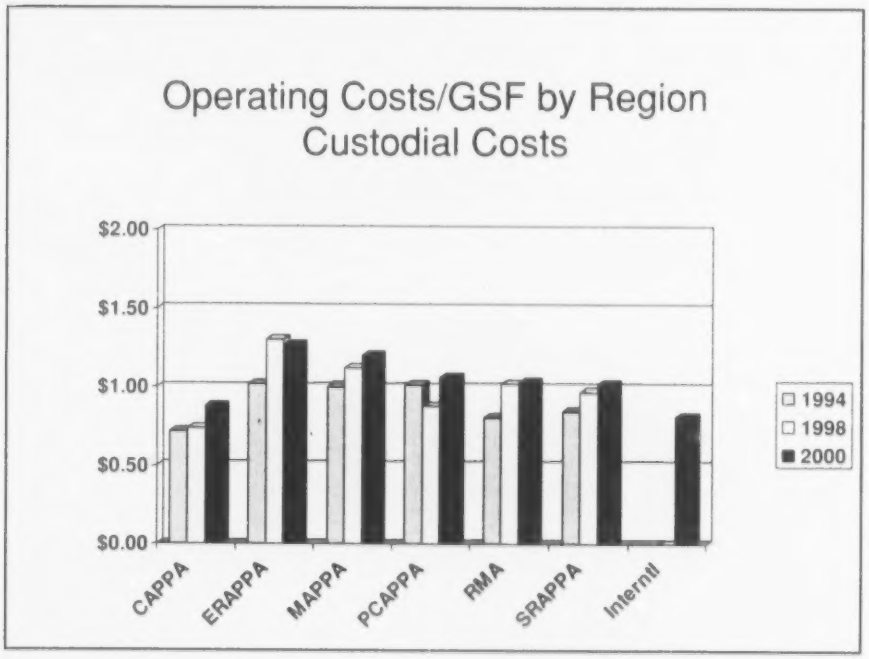
Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
PRIVATE FUNDING										
Associate of Arts	1	2.99	1.86	0.51	0.05	0.56	0.01	0.00		
Baccalaureate	33	3.15	0.36	1.14	0.08	1.31	0.17	0.02	0.06	0.20
Doctoral	6	3.88	0.47	1.33	0.18	1.58	0.09	0.06	0.04	0.24
K-12	5	3.95	0.87	1.10	0.07	1.37	0.13	0.09	0.07	0.93
Master's	14	2.73	0.34	0.96	0.09	1.38	0.04	0.03	0.08	0.16
Research	13	4.21	0.44	1.22	0.13	1.37	0.66	0.16	0.06	0.93
Specialized	4	4.32	0.87	1.20	0.17	1.79	0.10	0.00	0.18	0.16
PRIVATE FUNDING	76	3.42	0.46	1.13	0.10	1.37	0.22	0.05	0.07	0.33
PUBLIC FUNDING										
Associate of Arts	23	4.05	0.51	1.38	0.07	1.28	0.12	0.04	0.07	0.97
Baccalaureate	6	2.71	0.30	1.05	0.04	1.04	0.22	0.01	0.04	0.08
Doctoral	22	3.01	0.40	1.03	0.08	1.07	0.26	0.08	0.05	0.21
K-12	6	3.42	0.39	1.66	0.03	1.28	0.01	0.05	0.18	0.35
Master's	51	3.28	0.42	1.12	0.07	1.18	0.32	0.05	0.06	0.30
Research	56	3.26	0.38	1.01	0.07	1.18	0.41	0.13	0.06	0.26
Specialized	8	3.49	0.51	1.02	0.08	1.62	0.39	0.26	0.04	0.31
PUBLIC FUNDING	172	3.34	0.41	1.12	0.07	1.20	0.30	0.08	0.06	0.40
All Types	248	3.36	0.43	1.12	0.08	1.25	0.28	0.07	0.07	0.37

Operating Costs per GSF by Region

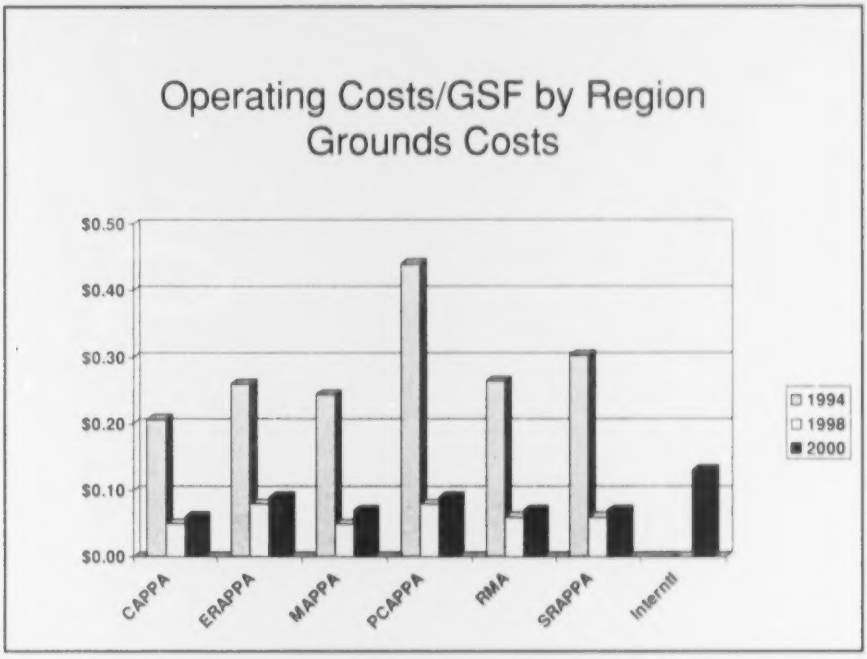
Region	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
CAPPA	37	2.79	0.38	0.88	0.06	1.08	0.26	0.03	0.04	0.07
ERAPPA	52	3.76	0.50	1.27	0.09	1.30	0.29	0.03	0.07	0.21
International	3	3.45	0.46	0.81	0.13	1.50	0.32		0.02	0.20
MAPPA	53	3.53	0.40	1.20	0.07	1.18	0.35	0.03	0.08	0.23
PCAPPA	36	3.46	0.46	1.06	0.09	1.31	0.25	0.02	0.07	0.20
RMA	24	3.08	0.41	1.03	0.07	1.02	0.24	0.03	0.04	0.22
SRAPPA	43	3.25	0.36	1.02	0.07	1.43	0.18	0.04	0.05	0.10
All Types	248	3.36	0.43	1.12	0.08	1.25	0.28	0.07	0.07	0.37

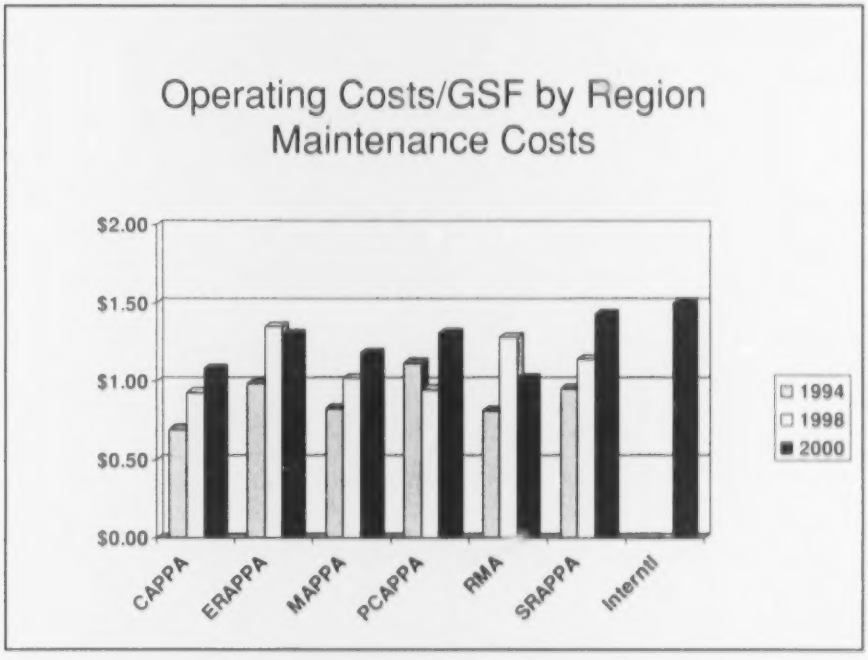
Operating Costs per GSF by Region



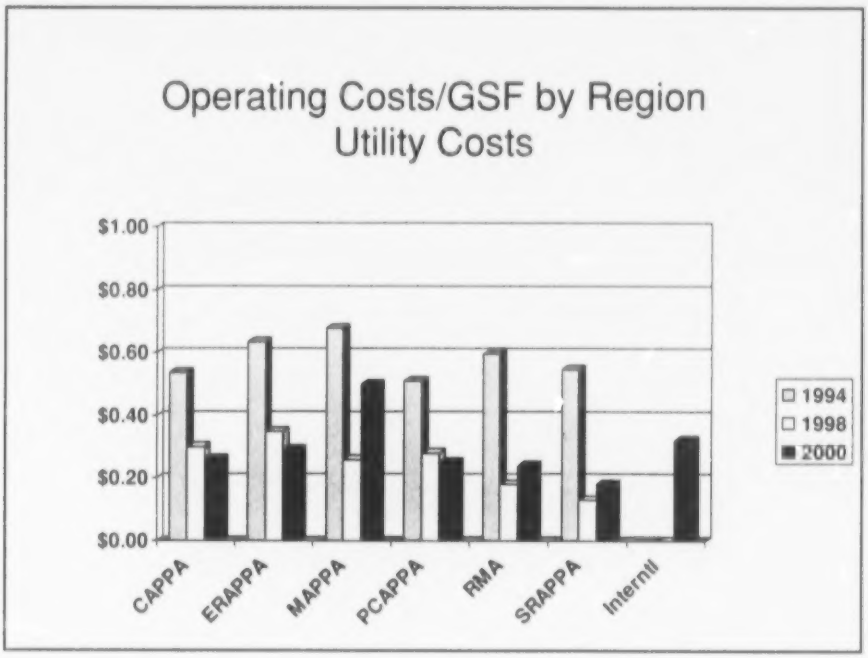


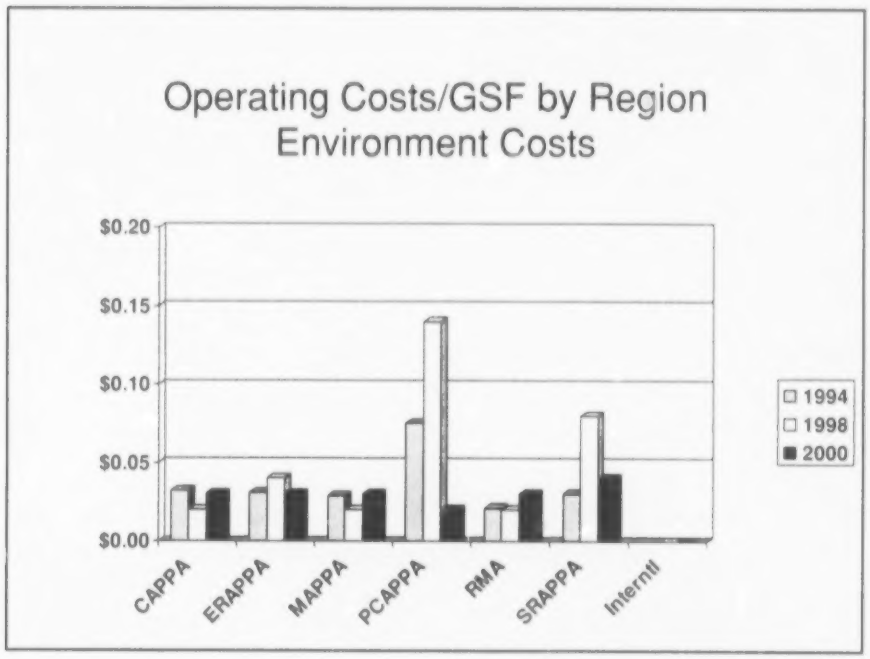
Operating Costs per GSF by Region



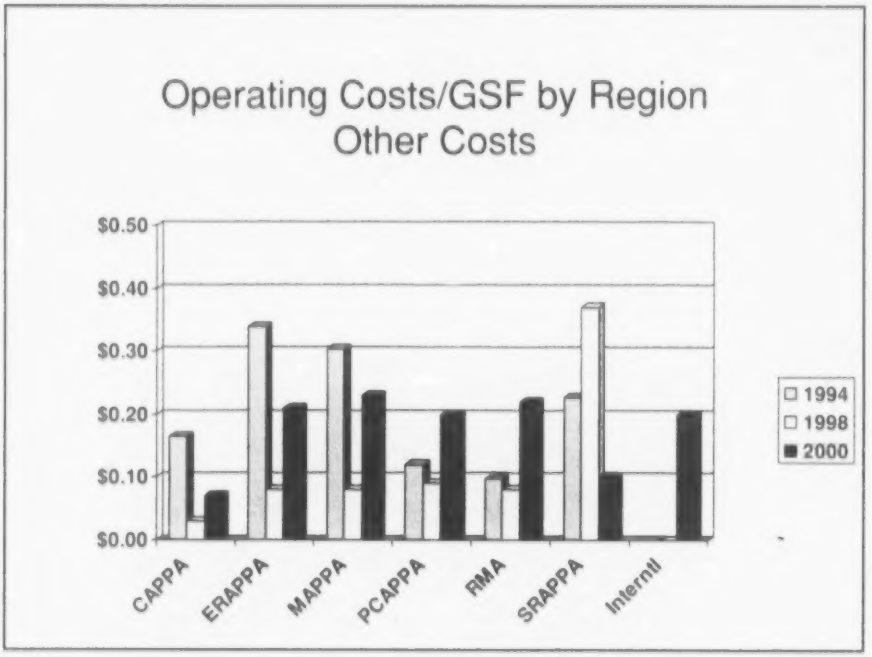


Operating Costs per GSF by Region





Operating Costs per GSF by Region



Operating Costs per GSF by Region & Carnegie

Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
CAPPA										
Associate of Arts	2	3.64	0.60	1.57	0.04	1.35	0.02		0.03	0.03
Baccalaureate	4	2.26	0.37	0.82	0.05	0.83	0.08	0.04	0.03	0.04
Doctoral	6	2.79	0.39	0.98	0.04	1.05	0.20	0.05	0.04	0.03
K-12	1	1.73			0.04	1.64	0.01		0.05	
Master's	14	2.54	0.33	0.86	0.06	0.93	0.24	0.04	0.04	0.05
Research	7	3.26	0.41	0.84	0.07	1.26	0.50	0.05	0.03	0.10
Specialized	3	3.35	0.47	0.76	0.10	1.41	0.35	0.00	0.03	0.23
CAPPA ALL TYPES	37	2.79	0.38	0.88	0.06	1.08	0.26	0.03	0.04	0.07
ERAPPA										
Associate of Arts	6	4.38	0.66	1.58	0.06	1.32	0.11	0.00	0.06	0.58
Baccalaureate	8	3.43	0.34	1.31	0.07	1.31	0.11	0.00	0.09	0.18
Doctoral	5	4.49	0.81	1.33	0.23	1.65	0.30	0.02	0.03	0.12
K-12	3	3.85	1.27	1.05	0.02	1.11	0.21	0.12	0.06	0.00
Master's	13	3.09	0.32	1.02	0.08	1.21	0.24	0.02	0.07	0.13
Research	17	3.99	0.42	1.36	0.09	1.29	0.49	0.06	0.06	0.21
ERAPPA ALL TYPES	52	3.76	0.50	1.27	0.09	1.30	0.29	0.03	0.07	0.21
INTERNATIONAL										
Research	3	3.45	0.46	0.81	0.13	1.50	0.32		0.02	0.20
INTERNATIONAL ALL TYPES	3	3.45	0.46	0.81	0.13	1.50	0.32		0.02	0.20
MAPPA										
Associate of Arts	6	4.44	0.48	1.46	0.10	1.27	0.25	0.03	0.08	0.76
Baccalaureate	13	2.95	0.40	1.06	0.06	1.00	0.31	0.01	0.04	0.06
Doctoral	9	3.17	0.30	1.31	0.10	1.10	0.13	0.01	0.06	0.16
K-12	2	4.89	0.54	1.69	0.06	1.53	0.02	0.09	0.47	0.50
Master's	8	3.56	0.26	1.18	0.07	1.40	0.45	0.01	0.04	0.14
Research	11	3.60	0.33	1.12	0.06	1.07	0.61	0.07	0.07	0.27
Specialized	4	3.92	0.84	1.03	0.09	1.45	0.33	0.00	0.13	0.05
MAPPA ALL TYPES	53	3.53	0.40	1.20	0.07	1.18	0.35	0.03	0.08	0.23

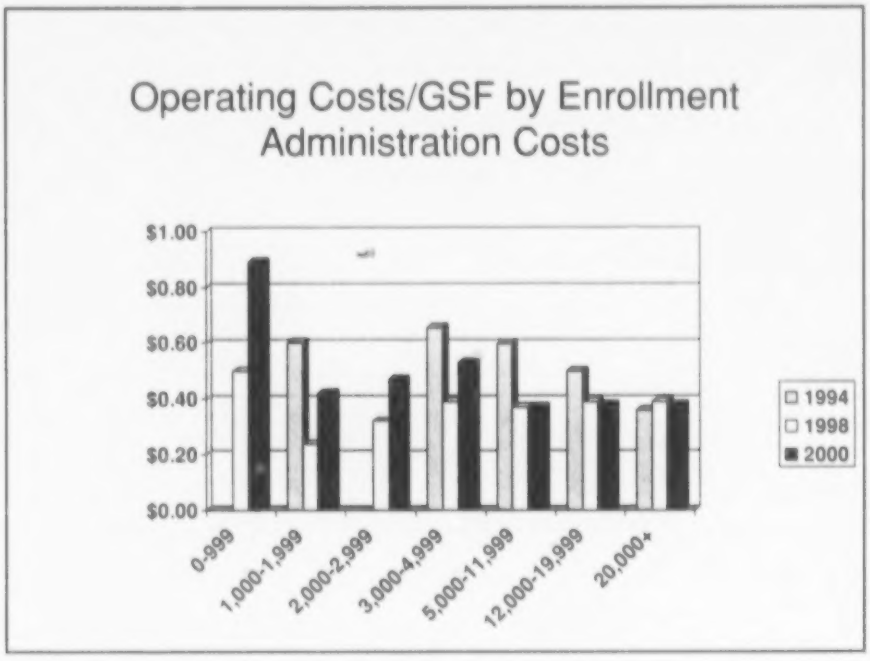
Operating Costs per GSF by Region & Carnegie

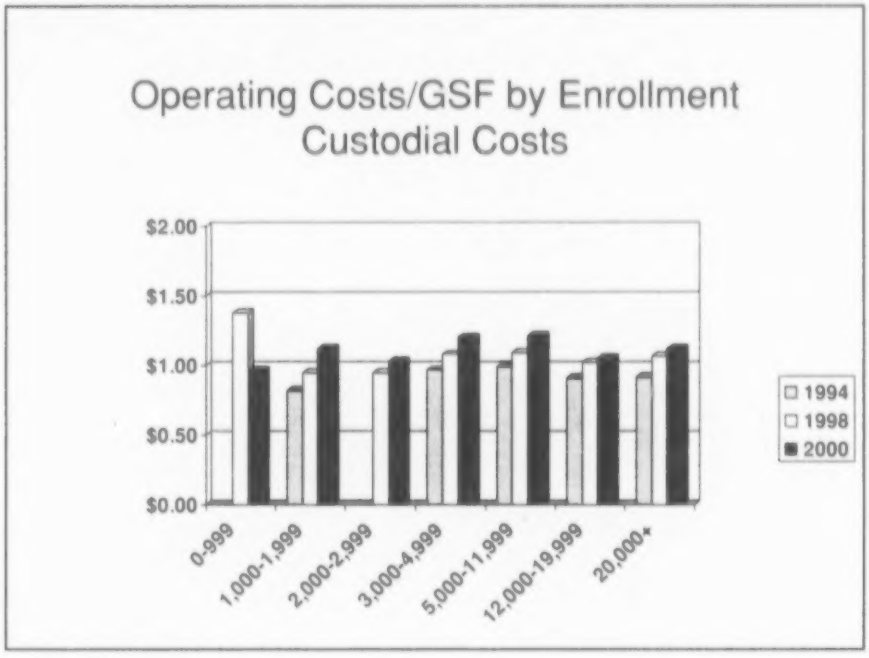
Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
PCAPPA										
Associate of Arts	2	3.68	0.57	1.10	0.05	1.08	0.00		0.11	0.76
Baccalaureate	4	2.99	0.29	1.22	0.10	1.23	0.06	0.02	0.05	0.03
Doctoral	2	2.65	0.34	0.74	0.08	1.06	0.14	0.07	0.02	0.19
K-12	2	4.35	0.36	1.41	0.10	1.13	0.00	0.00	0.02	1.32
Master's	13	3.81	0.61	1.22	0.11	1.42	0.24	0.03	0.07	0.11
Research	12	3.19	0.42	0.91	0.09	1.14	0.46	0.01	0.08	0.08
Specialized	1	3.50				3.50				
PCAPPA ALL TYPES	36	3.46	0.46	1.06	0.09	1.31	0.25	0.02	0.07	0.20
RMA										
Associate of Arts	8	3.57	0.54	1.09	0.07	1.20	0.06	0.06	0.05	0.51
Baccalaureate	3	2.75	0.27	0.95	0.09	0.82	0.39	0.01	0.03	0.18
Doctoral	2	2.27	0.27	0.90	0.05	0.80	0.15		0.04	0.06
K-12	1	2.79	0.20	2.06	0.01	0.47	0.00		0.05	
Master's	1	2.54	1.06	0.56	0.10	0.82				
Research	6	2.77	0.27	0.86	0.06	0.94	0.54		0.02	0.08
Specialized	3	3.53	0.46	1.17	0.10	1.33	0.23	0.12	0.11	0.02
RMA ALL TYPES	24	3.08	0.41	1.03	0.07	1.02	0.24	0.03	0.04	0.22
SRAPPA										
Baccalaureate	7	3.62	0.29	1.05	0.08	2.16	0.00	0.00	0.04	0.01
Doctoral	4	2.97	0.31	0.75	0.09	1.18	0.30	0.07	0.07	0.21
K-12	2	2.88	0.26	1.22	0.03	1.21	0.01	0.01	0.05	0.09
Master's	16	3.09	0.36	1.10	0.06	1.17	0.20	0.02	0.06	0.12
Research	13	3.22	0.38	0.96	0.08	1.36	0.25	0.04	0.06	0.08
Specialized	1	5.38	0.94	1.02	0.08	2.62	0.00	0.70	0.01	
SRAPPA ALL TYPES	43	3.25	0.36	1.02	0.07	1.43	0.18	0.04	0.05	0.10
All Types	248	3.36	0.43	1.12	0.08	1.25	0.28	0.07	0.07	0.37

Operating Costs per GSF by Student Enrollment

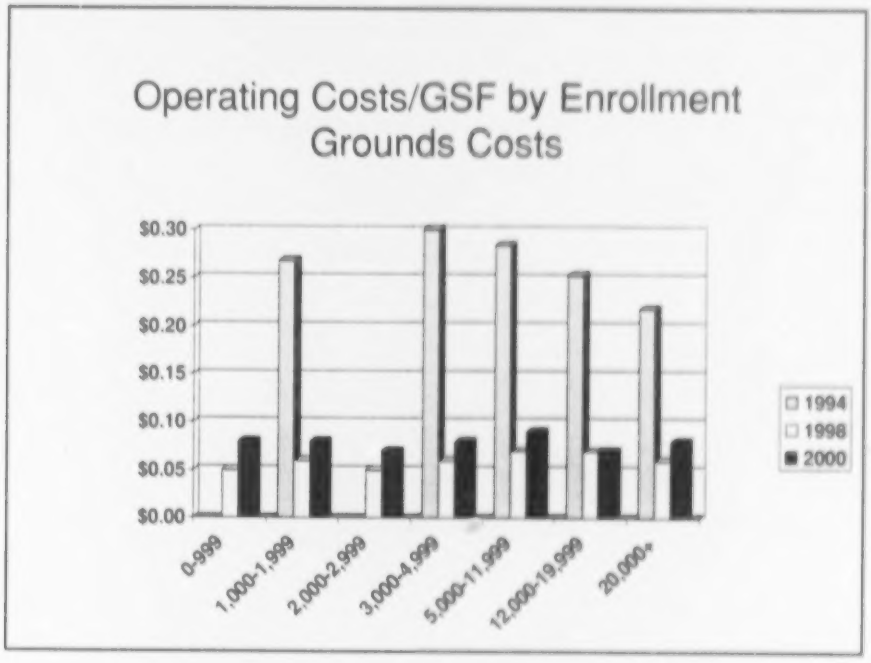
Enrollment Range	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
0 - 999	11	3.64	0.89	0.96	0.08	1.48	0.14	0.15	0.19	0.43
1,000 - 1,999	29	3.42	0.42	1.12	0.08	1.35	0.20	0.04	0.07	0.44
2,000 - 2,999	24	3.13	0.47	1.03	0.07	1.22	0.19	0.05	0.06	0.33
3,000 - 4,999	26	3.63	0.53	1.20	0.08	1.34	0.28	0.03	0.05	0.39
5,000 - 11,999	64	3.27	0.37	1.21	0.09	1.21	0.22	0.07	0.06	0.33
12,000 - 19,999	46	3.19	0.38	1.05	0.07	1.19	0.34	0.09	0.06	0.26
20,000 +	48	3.53	0.38	1.12	0.08	1.22	0.41	0.10	0.06	0.46
All Types	248	3.36	0.43	1.12	0.08	1.25	0.28	0.07	0.07	0.37

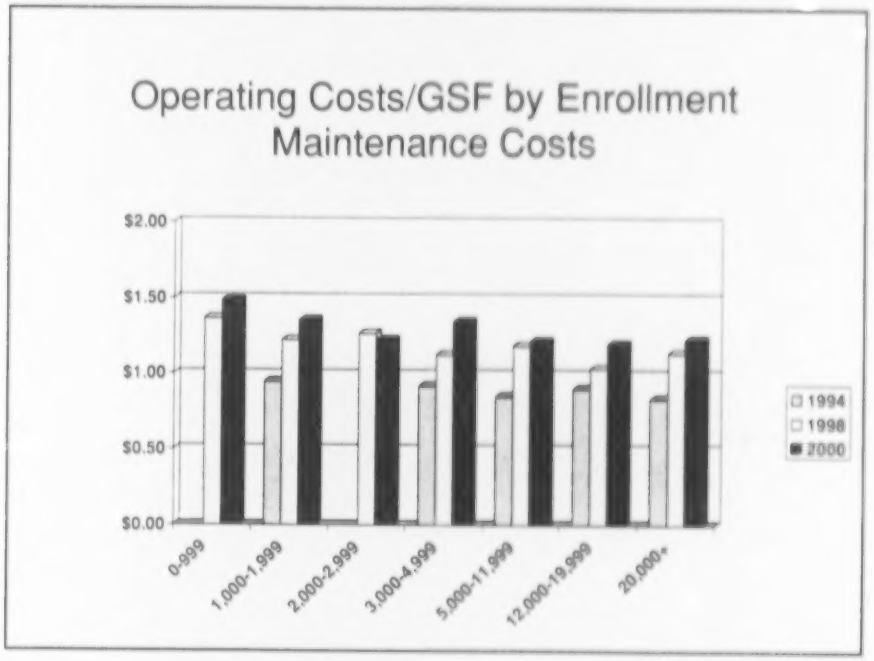
Operating Costs per GSF by Student Enrollment



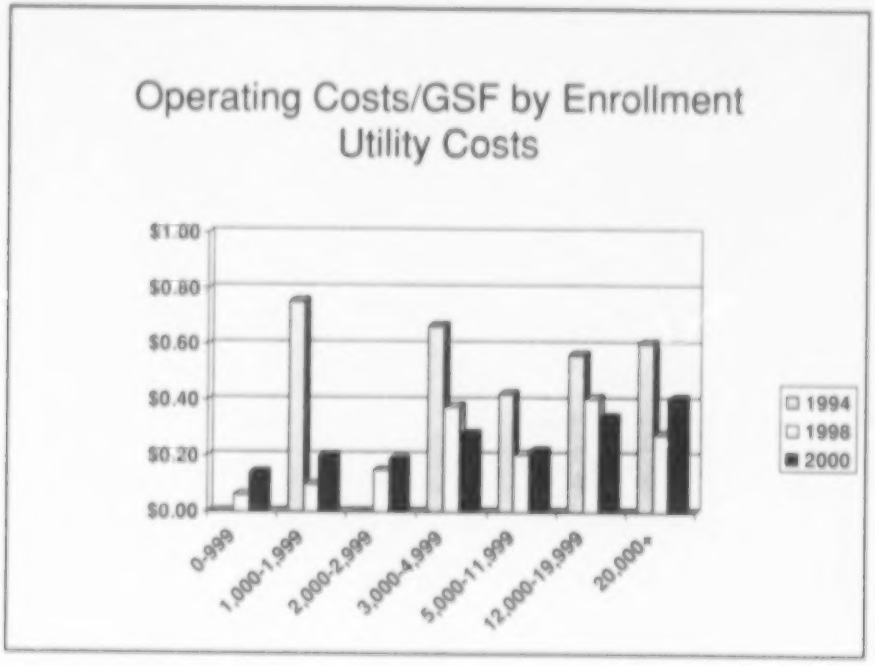


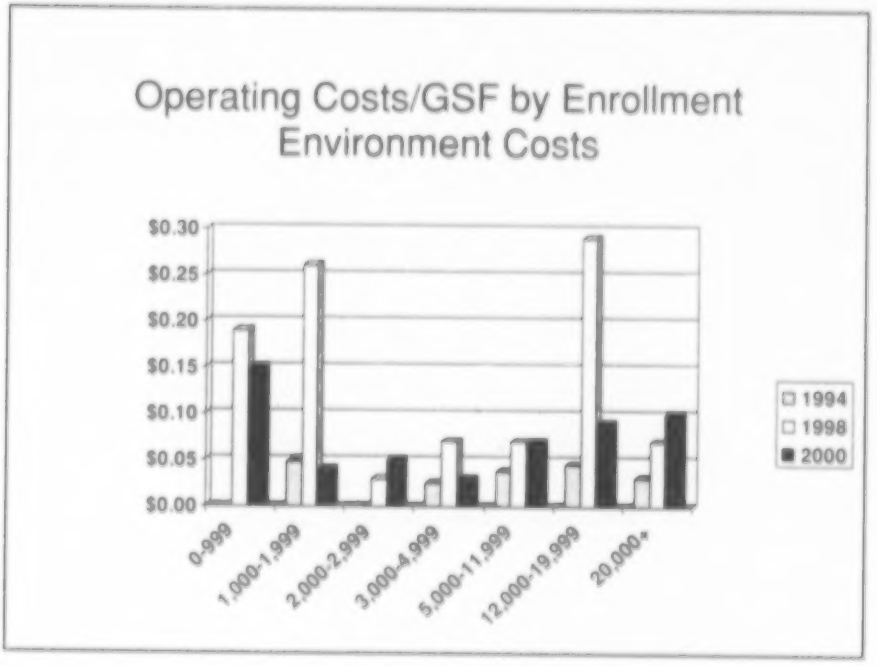
Operating Costs per GSF by Student Enrollment



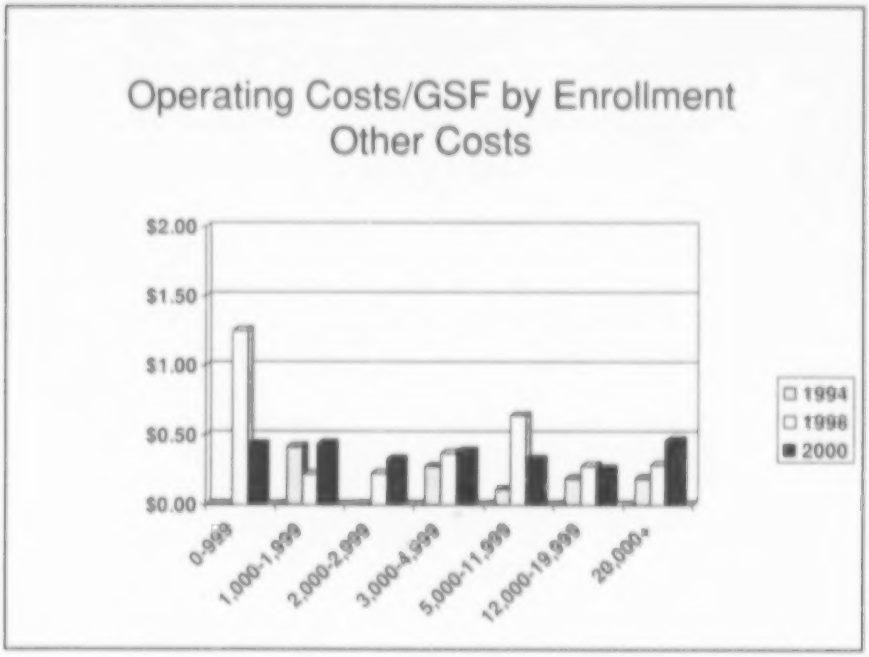


Operating Costs per GSF by Student Enrollment





Operating Costs per GSF by Student Enrollment



Operating Costs per GSF by Student Enrollment & Carnegie

Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
0 - 999 STUDENTS										
Baccalaureate	3	2.18	0.50	0.80	0.04	0.64	0.13	0.00	0.02	0.07
K-12	4	3.70	1.08	0.97	0.05	0.78	0.00	0.05	0.28	0.49
Specialized	4	4.68	0.78	0.82	0.12	2.45	0.26	0.18	0.09	
0 - 999 ALL	11	3.64	0.81	0.87	0.07	1.35	0.13	0.08	0.14	0.20
1,000 - 1,999 STUDENTS										
Associate of Arts	3	4.15	1.00	1.21	0.05	0.86	0.17	0.00	0.06	0.79
Baccalaureate	20	3.26	0.31	1.13	0.08	1.44	0.13	0.01	0.05	0.11
K-12	1	4.90	0.55	1.34	0.02	1.90	0.64	0.35	0.10	
Master's	2	2.58	0.32	0.65	0.05	0.79	0.67	0.01	0.10	
Research	1	4.01	0.58	1.11	0.27	0.87	0.59	0.07	0.05	0.47
Specialized	2	3.79	0.60	1.22	0.10	1.66	0.01	0.00	0.14	0.06
1,000 - 1,999 ALL	29	3.42	0.42	1.12	0.08	1.35	0.20	0.02	0.06	0.18
2,000 - 2,999 STUDENTS										
Associate of Arts	3	3.58	0.77	1.07	0.03	1.30	0.01	0.07	0.06	0.27
Baccalaureate	11	3.06	0.35	1.11	0.07	1.26	0.16	0.01	0.06	0.04
Master's	7	3.05	0.49	0.72	0.07	1.12	0.18	0.01	0.06	0.41
Specialized	3	3.15	0.41	0.72	0.06	1.21	0.32	0.11	0.04	0.27
2,000 - 2,999 ALL	24	3.13	0.45	0.94	0.06	1.22	0.17	0.03	0.06	0.21
3,000 - 4,999 STUDENTS										
Associate of Arts	5	4.06	0.55	1.52	0.07	1.33	0.04	0.02	0.06	0.47
Baccalaureate	3	2.80	0.41	1.03	0.05	0.90	0.31	0.01	0.05	0.04
Doctoral	3	3.31	0.35	1.05	0.10	1.37	0.34	0.03	0.03	0.03
K-12	2	4.32	0.53	1.31	0.09	1.46	0.00	0.01	0.01	0.91
Master's	9	3.47	0.56	1.05	0.09	1.38	0.28	0.01	0.07	0.03
Research	3	4.09	0.58	1.12	0.11	1.61	0.59	0.04	0.05	
Specialized	1	3.51	0.76	0.78	0.01	1.14	0.77	0.00	0.04	
3,000 - 4,999 ALL	26	3.63	0.53	1.16	0.08	1.34	0.28	0.02	0.05	0.18

Operating Costs per GSF by Student Enrollment & Carnegie

Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
5,000 - 11,999 STUDENTS										
Associate of Arts.	9	3.89	0.44	1.51	0.09	1.32	0.02	0.02	0.06	0.43
Baccalaureate	1	2.57	0.41	0.91	0.11	0.94	0.00	0.13	0.06	
Doctoral	16	3.12	0.41	1.10	0.11	1.11	0.20	0.03	0.04	0.11
K-12	1	2.79	0.20	2.06	0.01	0.47	0.00		0.05	
Master's	29	3.16	0.32	1.13	0.08	1.25	0.22	0.04	0.05	0.08
Research	8	3.41	0.38	1.17	0.11	1.12	0.45		0.06	0.12
5,000 - 11,999 ALL	64	3.27	0.37	1.19	0.09	1.19	0.21	0.03	0.05	0.14
12,000 - 19,999 STUDENTS										
Associate of Arts	2	3.95	0.48	0.95	0.02	1.69	0.17	0.06	0.09	0.49
Doctoral	8	3.26	0.43	1.07	0.09	1.31	0.16	0.03	0.05	0.12
Master's	15	3.10	0.40	1.12	0.07	1.05	0.30	0.02	0.06	0.08
Research	21	3.15	0.32	0.99	0.07	1.20	0.44	0.05	0.05	0.03
12,000 - 19,999 ALL	46	3.19	0.37	1.05	0.07	1.19	0.33	0.04	0.06	0.08
20,000 + STUDENTS										
Associate of Arts	2	4.84	0.28	1.17	0.10	0.81	0.70	0.03	0.11	1.64
Baccalaureate	1	3.93	0.33	1.41	0.08	1.10	0.97		0.03	
Doctoral	1	3.45	0.45	1.27	0.06	0.64	0.25	0.02	0.08	0.68
K-12	3	3.06	0.06	1.31	0.03	1.59	0.01	0.01	0.03	0.01
Master's	3	3.28	0.38	1.22	0.09	1.37	0.08	0.02	0.05	0.07
Research	36	3.54	0.40	1.05	0.07	1.23	0.46	0.05	0.06	0.23
Specialized	2	2.96	0.39	1.15	0.09	1.12	0.14	0.01	0.05	
20,000 + ALL	48	3.53	0.37	1.10	0.07	1.22	0.41	0.04	0.06	0.26
All Types	248	3.36	0.43	1.12	0.08	1.25	0.28	0.07	0.07	0.37

Operating Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
AIMS COMMUNITY COLLEGE	2.30	0.36	0.54	0.02	1.10	0.02	0.02	0.05	0.19
ALAMO COMMUNITY COLLEGE DISTRICT	2.60	0.41	1.16	0.03	0.96	0.03		0.02	
ALBUQUERQUE TECHNICAL VOCATIONAL I	3.51	0.40	1.08	0.03	0.86	0.00	0.06	0.13	0.95
AMERICAN UNIV OF BEIRUT	2.77	0.26	0.46	0.10	1.01	0.90		0.03	
APPALACHIAN STATE UNIV	2.79	0.16	1.32	0.09	0.99	0.16	0.00	0.05	
ARIZONA STATE UNIV	2.85	0.29	1.05	0.08	1.12	0.26		0.03	0.02
ARIZONA WESTERN COLLEGE	5.34	0.32	1.24	0.09	1.36	0.08	0.04	0.03	2.18
ARKANSAS STATE UNIV	3.09	0.33	1.09	0.05	1.61	0.00		0.02	
ATLANTIC CAPE COMMUNITY COLLEGE	6.86	0.78	2.49	0.08	1.14	0.51		0.08	1.78
AURARIA HIGHER ED CENTER	3.46	0.49	1.31	0.12	1.44	0.00	0.03	0.07	
BIRMINGHAM-SOUTHERN COLLEGE	2.41	0.64	0.72	0.23	0.70	0.00		0.05	0.08
BLACK HILLS STATE UNIV	1.51	0.26	0.65	0.03	0.52	0.00	0.02	0.02	
BOISE STATE UNIV	3.26	0.38	1.15	0.02	1.59	0.00		0.03	0.09
BOSTON UNIV	3.27	0.22	1.45		1.35	0.14		0.08	0.03
BOWLING GREEN STATE UNIV	2.60	0.10	1.47	0.07	0.88			0.08	
BOZEMAN SCHOOL DISTRICT	2.79	0.20	2.06	0.01	0.47	0.00		0.05	
BRITISH COLUMBIA INSTITUTE OF TECHNO	2.93	0.19	0.90	0.02	1.31	0.00		0.15	0.36
BROWN UNIV	5.24	0.45	1.90	0.16	1.44	0.61		0.06	0.61
BRYN MAWR COLLEGE	3.56	0.46	1.63	0.10	1.28	0.00		0.09	
CALIFORNIA INSTITUTE OF TECHNOLOGY	4.01	0.58	1.11	0.27	0.87	0.59	0.07	0.05	0.47
CALIFORNIA LUTHERAN UNIV	2.51	0.51	0.66	0.02	0.97	0.00		0.11	0.24
CALIFORNIA STATE UNIV/FRESNO	3.74	0.23	0.78	0.05	1.12	1.55		0.02	
CALIFORNIA STATE UNIV/LONG BEACH	3.02	0.37	0.94	0.14	1.46	0.09		0.02	
CALIFORNIA STATE UNIV/NORTHRIDGE	3.24	0.54	1.17	0.07	1.05	0.14	0.00	0.05	0.22
CALIFORNIA STATE UNIV/SACRAMENTO	4.35	0.41	1.78	0.07	1.48	0.22	0.06	0.07	0.26
CALIFORNIA STATE UNIV/SAN BERNARDIN	4.45	0.78	1.36	0.07	1.87	0.00	0.32	0.06	
CALIFORNIA STATE UNIV/SAN MARCOS	6.46	2.14	1.31	0.04	2.22	0.66		0.09	
CAMPBELL UNIV	3.67	0.22	1.34	0.04	2.00	0.00	0.04	0.03	0.00
CANTERBURY SCHOOL	3.20	2.66	0.47			0.00	0.00	0.07	
CARLETON UNIV	3.81	1.31	0.46	0.10	1.69	0.22		0.04	
CASPER COMMUNITY COLLEGE	2.18	0.16	1.04	0.13	0.83	0.00		0.03	
CATLIN GABEL SCHOOL	3.49	0.25	1.54	0.06	0.79	0.00	0.00	0.05	0.81
CITADEL, THE	4.46	0.47	0.38	0.10	0.76	0.91	0.00	0.06	1.78
CLEMSON UNIV	3.65	0.44	0.91	0.09	1.74	0.44		0.03	
COLLEGE OF SOUTHERN MARYLAND	3.23	0.36	1.39	0.09	1.33	0.00	0.01	0.06	
COLLEGE OF WILLIAM AND MARY	2.70	0.23	0.80	0.02	1.39	0.12	0.05	0.09	
COLORADO COLLEGE	3.09	0.28	0.93	0.14	0.96	0.16	0.04	0.03	0.55

Operating Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
COLORADO MOUNTAIN COLLEGE	2.47	0.55	0.75	0.05	1.12	0.00	0.00	0.00	0.00
COLORADO STATE UNIV	2.51	0.38	0.81	0.02	0.78	0.25		0.05	0.22
COLUMBIA COLLEGE	2.57	0.41	0.91	0.11	0.94	0.00	0.13	0.06	
COLUMBUS PUBLIC SCHOOLS	4.65	0.09	2.38	0.04	2.07	0.03	0.02	0.03	
CONNECTICUT COLLEGE	4.30	0.32	1.97	0.06	1.40	0.28		0.10	0.18
CORNELL UNIV	4.31	0.19	0.92	0.15	0.87	1.74	0.40	0.05	
DALLAS THEOLOGICAL SEMINARY	3.66	0.43	1.01	0.07	1.97	0.02	0.00	0.04	0.12
DARLINGTON SCHOOL	2.96	0.42	0.89	0.06	1.33	0.01	0.01	0.08	0.15
DEAN COLLEGE	2.99	1.86	0.51	0.05	0.56	0.01	0.00		
DENISON UNIV	4.64	0.24	1.41	0.06	1.24	1.62		0.08	
DREXEL UNIV	6.30	1.16	1.42	0.41	2.61	0.16	0.00	0.04	0.49
EAST TENNESSEE STATE UNIV	2.54	0.35	0.90	0.04	0.97	0.18	0.05	0.04	
EASTERN ILLINOIS UNIV	7.85	0.20	2.19	0.02	4.47	0.32		0.02	0.63
EASTERN NEW MEXICO UNIV	2.54	1.06	0.56	0.10	0.82				
EMBRY-RIDDLE AERONAUTICAL UNIV	2.92	0.31	0.88	0.08	1.50	0.00	0.04	0.05	0.07
EMPORIA STATE UNIV	2.30	0.27	0.69	0.04	0.95	0.16	0.01	0.05	0.14
FLORIDA A&M UNIV	2.97	0.71	0.83	0.04	0.75	0.54			0.09
FROSTBURG STATE UNIV	3.91	0.33	1.65	0.07	1.24	0.52		0.07	0.03
GEORGETOWN COLLEGE	2.01	0.14	0.93	0.07	0.87	0.00	0.00		
GEORGIA INSTITUTE OF TECHNOLOGY	3.51	0.72	0.86	0.15	1.32	0.19	0.22	0.05	
GEORGIA SOUTHERN UNIV	3.36	0.56	1.45	0.06	1.19	0.01	0.03	0.06	
GEORGIA STATE UNIV	4.23	0.52	0.92	0.23	1.69	0.02	0.13	0.03	0.69
GRACELAND UNIV	2.67	0.29	1.03	0.02	1.28	0.00		0.06	
GRINNELL COLLEGE	4.28	0.55	1.44	0.07	2.16	0.00	0.02	0.04	
HAMILTON COLLEGE	3.93	0.56	1.06	0.02	1.09	0.00	0.00	0.13	1.06
HAMLINE COLLEGE	3.49	0.47	1.21	0.14	0.97	0.59	0.00	0.07	0.03
HARRISBURG AREA COMMUNITY COLLEGE	3.15	0.40	1.36	0.04	1.18	0.06	0.01	0.09	
HAVERFORD COLLEGE	4.41	0.45	1.72	0.11	1.91	0.15		0.07	
HEBREW UNION COLLEGE	6.42	1.68	0.99	0.29	2.84	0.28		0.34	
HENNEPIN TECHNICAL COLLEGE	3.51	0.76	0.78	0.01	1.14	0.77	0.00	0.04	
HOUSTON INDEPENDENT SCHOOL DISTRI	1.73			0.04	1.64	0.01		0.05	
HUNTINGTON COLLEGE	2.52	1.03	0.72	0.05	0.50	0.00		0.02	0.20
IDAHO STATE UNIV	2.63	0.14	0.84	0.04	1.43				0.17
INDIANA UNIV	2.64	0.35	1.05	0.06	0.92	0.23		0.04	
INDIANA UNIV- PURDUE UNIV/INDIANAPOLI	4.08	0.30	1.70	0.09	1.57	0.31		0.04	0.07
IOWA STATE UNIV	3.36	0.92	0.69	0.04	0.55	1.08		0.08	
JAMES MADISON UNIV	2.83	0.41	0.95	0.07	1.06	0.08		0.26	

Operating Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
JOHN BROWN UNIV	2.74	0.46	0.78	0.02	1.00	0.30	0.00	0.02	0.15
JOHNS HOPKINS UNIV	4.32	0.51	1.30	0.13	1.52	0.76		0.10	
JOHNSON C SMITH UNIV	9.99	0.31	1.51	0.06	8.01	0.00		0.10	
JOHNSON COUNTY COMMUNITY COLLEGE	4.67	0.79	1.98	0.04	1.75	0.00		0.05	0.06
KANSAS STATE UNIV	2.47	0.42	0.82	0.07	0.94	0.17		0.03	0.02
LAKELAND COMMUNITY COLLEGE	3.91	0.91	1.79	0.04	1.09	0.00	0.02	0.06	
LE MOYNE COLLEGE	3.07	0.28	0.71	0.03	1.96	0.00		0.09	
LEWIS AND CLARK COLLEGE	3.54	0.59	0.91	0.12	1.78	0.00	0.06	0.07	0.00
LINFIELD COLLEGE	2.26	0.22	0.77	0.09	1.10	0.00		0.08	
LONGWOOD COLLEGE	2.74	0.24	0.81	0.13	1.04	0.51		0.02	
LOUDOUN COUNTY PUBLIC SCHOOLS	2.79	0.10	1.55	0.01	1.08	0.00	0.00	0.02	0.04
LOYOLA COLLEGE/MARYLAND	4.06	0.20	0.87	0.15	2.69	0.00		0.15	
MARQUETTE UNIV	2.52	0.14	0.94	0.18	1.08	0.00		0.02	0.15
MEMORIAL UNIV OF NEWFOUNDLAND	3.89	0.41	0.66	0.12	0.48	1.51	0.07	0.03	0.62
MERRIMACK COLLEGE	1.15			0.11	0.94			0.10	
MESA STATE COLLEGE	3.93	0.33	1.41	0.08	1.10	0.97		0.03	
MIAMI UNIV	3.45	0.56	1.23	0.04	1.35	0.19	0.03	0.04	
MICHIGAN STATE UNIV	2.37	0.08	0.84	0.11	0.83	0.37		0.14	
MICHIGAN TECHNOLOGICAL UNIV	2.27	0.20	0.93	0.07	0.59	0.19		0.04	0.25
MIDDLESEX COUNTY COLLEGE	6.31	0.20	1.92	0.08	2.38	0.00		0.05	1.69
MILLSAPS COLLEGE	1.94	0.13	0.72	0.07	1.02	0.00			
MORAVIAN COLLEGE	2.43	0.26	1.03	0.09	0.71	0.15	0.01	0.05	0.14
MUSKINGUM COLLEGE	1.29	0.17	0.54	0.05	0.49	0.01		0.04	
NATIONAL LOUIS UNIV	3.66	0.45	1.97	0.08	1.12	0.00		0.05	
NEW MEXICO STATE UNIV	2.56	0.14	0.83	0.03	0.83	0.53			0.19
NORMANDALE COMMUNITY COLLEGE	4.56	0.33	1.76	0.18	1.99	0.12	0.09	0.08	
NORTH CAROLINA STATE UNIV	3.50	0.46	1.16	0.06	0.91	0.14		0.06	0.71
NORTH DAKOTA STATE UNIV	2.09	0.13	1.08	0.06	0.54	0.15	0.04	0.05	0.03
NORTHEASTERN ILLINOIS UNIV	5.49	0.26	1.65	0.18	1.61	1.39		0.02	0.37
NORTHEASTERN UNIV	9.46	0.93	2.58	0.14	2.58	0.52	0.05	0.06	2.61
NORWICH UNIV	2.21	0.17	0.74	0.02	1.04	0.16	0.03		0.06
OHIO UNIV	3.45		1.84	0.06	1.19	0.27	0.06	0.04	
OHIO WESLEYAN UNIV	2.26	0.05	0.95	0.07	0.96	0.02	0.05	0.07	0.09
OREGON STATE UNIV	2.58	0.29	0.98	0.05	0.99	0.20	0.07		
PENNSYLVANIA STATE UNIV/PARK	3.99	0.49	0.85	0.10	1.60	0.86	0.06	0.05	
PHILLIPS EXETER ACADEMY	4.90	0.55	1.34	0.02	1.90	0.64	0.35	0.10	
PHOENIX COLLEGE	3.03	0.37	1.79	0.16	0.72	0.00			

Operating Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
PIMA COUNTY COMMUNITY COLLEGE	4.96	0.76	1.00	0.02	2.07	0.33	0.12	0.03	0.63
PITTSBURG STATE UNIV	3.02	0.20	0.83	0.06	1.71	0.21	0.01		
PORTLAND STATE UNIV	2.67	0.55	0.64	0.12	0.69	0.28	0.14	0.05	0.21
PUNAHOU SCHOOL	5.20	0.48	1.29	0.14	1.47	0.00			1.82
PURDUE UNIV	7.04	0.96	0.89	0.06	0.88	1.00	0.56	0.07	2.62
QUEEN'S UNIV	3.03	0.32	1.08	0.09	0.62	0.85		0.09	
RADFORD UNIV	2.93	0.17	1.02	0.05	1.38	0.12	0.07	0.07	0.05
RARITAN VALLEY COMMUNITY COLLEGE	3.75	0.39	1.81	0.01	1.33	0.10	0.01	0.10	
REED COLLEGE	3.06	0.16	1.36	0.04	1.34	0.10		0.07	
REND LAKE COLLEGE	3.53	0.33	1.19	0.03	1.27	0.00	0.01	0.02	0.69
RHODES COLLEGE	2.41	0.16	0.97	0.05	1.18	0.00		0.05	
RICE UNIV	4.68	0.93	0.77	0.10	2.27	0.55		0.05	
ROCHESTER INSTITUTE OF TECHNOLOGY	2.13	0.19	0.82	0.04	0.72	0.12	0.04	0.09	0.12
ROCKWELL CITY/LYTTON COMMUNITY SCH	5.13	0.99	1.00	0.07	0.99	0.00	0.17	0.90	1.00
ROCKY MOUNTAIN COLLEGE	1.22	0.19	0.52	0.04	0.41	0.03	0.00	0.03	0.00
RUTGERS THE STATE UNIV OF NEW JERSE	3.77	0.49	1.14	0.04	1.57	0.41		0.08	0.03
SAINT JOSEPH'S COLLEGE	2.81	0.26	1.15	0.03	1.00	0.36			
SAINT JOSEPH'S UNIV/PHILADELPHIA	0.17			0.17					
SAINT MARY'S COLLEGE/NOTRE DAME	3.45	0.11	1.12	0.12	0.64	1.43	0.00	0.04	
SANTA CLARA UNIV	4.10	0.78	1.21	0.25	1.58	0.00		0.09	0.19
SANTA CLARITA COMMUNITY COLLEGE	4.42	0.94	1.30	0.09	0.86	0.00		0.08	1.15
SAUK VALLEY COMMUNITY COLLEGE	2.59	0.37	0.63	0.03	0.88	0.00	0.00	0.09	0.59
SCHOOL OF THE ART INSTITUTE/CHICAGO	3.28	0.62	1.38		0.99			0.09	0.20
SCHOOLCRAFT COLLEGE	5.01	0.80	2.22	0.17	1.76	0.00	0.01	0.05	
SHAWNEE STATE UNIV	2.31	0.39	1.01	0.06	0.81	0.00	0.00	0.04	
SIENA HEIGHTS UNIV	2.40	1.30	0.57	0.01	0.47	0.00	0.00	0.05	0.00
SINCLAIR COMMUNITY COLLEGE	7.07	0.16	1.18	0.16	0.65	1.37	0.06	0.21	3.28
SOUTH DAKOTA STATE UNIV	1.70	0.16	0.84	0.05	0.40	0.06		0.03	0.17
SOUTHERN ILLINOIS UNIV/CARBONDALE	2.43	0.21	1.08	0.02	0.64	0.43		0.04	
SOUTHERN ILLINOIS UNIV/EDWARDSVILLE	2.78	0.19	0.81	0.06	0.73	0.95		0.03	
SOUTHERN OREGON UNIV	4.55	0.84	1.74	0.28	1.08	0.40		0.21	
SOUTHWEST MISSOURI STATE UNIV	2.40	0.15	1.30	0.12	0.69	0.10		0.03	
STANFORD UNIV	4.09	0.45	0.47	0.02	1.40	1.65		0.09	
STATE UNIV NEW YORK/BROCKPORT	2.19	0.22	0.88	0.04	0.77	0.21	0.04	0.03	
STATE UNIV OF NEW YORK/BUFFALO	4.50	0.50	1.91	0.04	1.41	0.25	0.20	0.04	0.15
STATE UNIV OF NEW YORK/PURCHASE CO	1.97	0.22	0.77	0.01	0.49	0.33	0.02	0.05	0.08
STATE UNIV OF NEW YORK/STONY BROOK	2.64	0.40	0.75	0.03	0.75	0.48	0.17	0.06	

Operating Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
STATE UNIV OF WEST GEORGIA	5.15	0.38	2.90	0.06	1.70	0.03	0.05	0.02	
STONEHILL COLLEGE	5.68	0.49	2.34	0.06	2.68	0.00		0.12	
TARLETON STATE UNIV	2.20	0.56	0.50	0.02	0.92	0.13		0.06	
TENNESSEE STATE UNIV	1.92	0.23	0.48	0.02	0.44	0.43	0.09	0.08	0.14
TEXAS A&M/CORPUS CHRISTI	2.69	0.32	1.20	0.04	0.64	0.27	0.10	0.11	
THE UNIV OF TEXAS/SAN ANTONIO	2.70	0.59	0.93	0.06	0.65	0.46			
THUNDERBIRD/GRAD SCH OF INT MGT	3.92	0.76	1.42	0.14	1.34	0.00	0.00	0.25	
TOWSON UNIV	3.23	0.53	0.87	0.06	1.41	0.14	0.00	0.07	0.15
TRINITY UNIV	1.97	0.23	0.72	0.18	0.76	0.00	0.00	0.03	0.05
UNIV OF AKRON	2.95	0.27	0.92	0.14	1.27	0.18		0.11	0.07
UNIV OF ALABAMA/TUSCALOOSA	1.86	0.24	0.56	0.04	0.95	0.06		0.02	
UNIV OF ALASKA/ANCHORAGE	3.70	0.19	1.41	0.16	1.43	0.06	0.06		0.41
UNIV OF ARKANSAS/FAYETTEVILLE	2.85	0.20	0.82	0.04	1.27	0.34	0.06	0.05	0.07
UNIV OF CALIFORNIA/BERKELEY	4.18	1.18	1.05	0.05	1.49	0.32		0.10	
UNIV OF CALIFORNIA/DAVIS	4.66	0.13	0.82	0.07	2.31	0.99		0.16	0.18
UNIV OF CALIFORNIA/LOS ANGELES	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00
UNIV OF CENTRAL ARKANSAS	2.39	0.29	0.91	0.04	0.74	0.25	0.01	0.05	0.10
UNIV OF CENTRAL OKLAHOMA	2.40	0.30	0.68	0.06	1.29	0.00	0.08		
UNIV OF COLORADO HEALTH SCIENCES CE	3.21	0.12	0.78	0.05	1.21	0.68	0.32		0.05
UNIV OF DELEWARE	2.76	0.29	1.14	0.05	1.22	0.00		0.07	
UNIV OF GEORGIA	3.36	0.19	1.36	0.15	1.35	0.10		0.06	0.16
UNIV OF GUELPH	3.97	0.55	2.11	0.11	0.91	0.21		0.08	
UNIV OF HONG KONG	4.03	0.39	0.59	0.22	2.61	0.00			0.23
UNIV OF HOUSTON/CLEAR LAKE	3.56	0.70	0.95	0.01	1.36	0.07	0.24	0.04	0.19
UNIV OF IDAHO	3.01	0.27	0.95	0.10	1.34	0.27		0.09	
UNIV OF ILLINOIS/URBANA-CHAMPAIGN	2.46	0.29	0.98	0.06	0.81	0.28		0.04	
UNIV OF IOWA	4.38	0.40	1.08	0.05	1.22	1.52		0.11	
UNIV OF KENTUCKY	2.19	0.34	0.80	0.07	0.69	0.21		0.04	0.03
UNIV OF MANCHESTER INST SCI & TECH	3.55	0.74	1.39	0.08	0.88	0.05		0.04	0.38
UNIV OF MANITOBA	2.69	0.32	0.95	0.07	1.13	0.11		0.03	0.10
UNIV OF MARYLAND/BALTIMORE	4.51	0.92	1.55	0.28	1.52	0.14		0.02	0.09
UNIV OF MARYLAND/EASTERN SHORE	3.59	0.23	1.56	0.06	1.59	0.00	0.07	0.08	
UNIV OF MEMPHIS	2.66	0.47	1.04	0.10	0.95	0.00	0.01	0.08	
UNIV OF MIAMI	2.52	0.00	0.98	0.08	1.27	0.11		0.08	
UNIV OF MICHIGAN/ANN ARBOR	3.85	0.00	1.37	0.07	1.76	0.61		0.05	
UNIV OF MINNESOTA/TWIN CITIES	3.45	0.45	1.27	0.06	0.64	0.25	0.02	0.08	0.68
UNIV OF MISSOURI/COLUMBIA	3.31	0.12	0.94	0.09	1.07	1.04		0.04	

Operating Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
UNIV OF MISSOURI/ROLLA	2.71	0.21	0.87	0.05	0.87	0.68		0.02	
UNIV OF MISSOURI/ST LOUIS	3.69	1.10	1.29	0.06	1.00	0.03	0.14	0.08	
UNIV OF MONTANA	2.18	0.18	0.84	0.04	0.78	0.18		0.05	0.11
UNIV OF NEBRASKA/KEARNEY	2.26	0.11	0.94	0.08	0.77	0.26	0.03	0.05	0.02
UNIV OF NEVADA/LAS VEGAS	3.83	0.50	1.61	0.12	1.53	0.00		0.07	
UNIV OF NEVADA/RENO	3.67	0.57	1.31	0.08	0.98	0.67		0.07	
UNIV OF NEW MEXICO	3.69	0.16	1.08	0.14	0.76	1.52			0.03
UNIV OF NORTH CAROLINA/CHAPEL HILL	4.56	0.43	1.09	0.06	1.47	1.16	0.18	0.06	0.10
UNIV OF NORTH CAROLINA/GREENSBORO	3.03	0.24	0.80	0.09	1.21	0.62		0.08	
UNIV OF NORTH CAROLINA/WILMINGTON	3.91	0.52	1.28	0.05	2.01	0.00		0.05	
UNIV OF NORTH DAKOTA	2.32	0.22	0.75	0.03	1.05	0.20		0.02	0.04
UNIV OF NORTH TEXAS	2.87	0.25	0.78	0.08	1.25	0.00	0.13	0.03	0.36
UNIV OF NORTH TEXAS HEALTH SCIENCE C	3.43	0.49	1.26	0.09	0.83	0.75			
UNIV OF NORTHERN COLORADO	2.35	0.36	0.96	0.07	0.81	0.13		0.03	
UNIV OF NORTHERN IOWA	2.73	0.12	0.97	0.03	0.77	0.65	0.04	0.05	0.11
UNIV OF NOTRE DAME	3.30	0.15	1.46	0.06	1.23	0.35		0.05	
UNIV OF PITTSBURGH	2.72	0.29	1.32	0.17	0.78	0.04		0.04	0.08
UNIV OF RHODE ISLAND	3.98	0.49	1.76	0.03	1.64	0.06			
UNIV OF RICHMOND	3.26	0.48	1.08	0.05	1.30	0.29		0.06	
UNIV OF ROCHESTER	3.29	0.31	1.30	0.09	1.02	0.46	0.11	0.00	
UNIV OF SAINT THOMAS	3.58	0.26	1.37	0.14	1.42	0.07	0.07	0.06	0.20
UNIV OF SOUTH CAROLINA/SPARTANBURG	2.93	0.54	1.11	0.01	1.25	0.00		0.02	
UNIV OF SOUTHERN CALIFORNIA	3.43	0.76	1.20	0.26	0.91	0.27		0.04	
UNIV OF SOUTHERN MAINE	3.13	0.36	1.15	0.07	1.35	0.08		0.12	
UNIV OF TENNESSEE	4.46	0.11	0.88	0.12	3.11	0.16	0.04	0.05	
UNIV OF TENNESSEE/CHATTANOOGA	1.51	0.17	0.58	0.06	0.56	0.13			
UNIV OF TEXAS MEDICAL BRANCH	2.96	0.50		0.14	1.43	0.28		0.04	0.56
UNIV OF TEXAS/AUSTIN	3.97	0.64	0.79	0.07	0.86	1.30	0.16	0.02	0.13
UNIV OF TEXAS/PERMIAN BASIN	2.90	0.42	0.52	0.01	0.49	1.33	0.02	0.11	
UNIV OF TULSA	3.10	0.47	0.83	0.04	1.64	0.00		0.02	0.10
UNIV OF UTAH	3.26	0.45	0.66	0.06	1.49	0.59		0.02	
UNIV OF VERMONT	3.97	0.35	1.17	0.23	1.43	0.69		0.11	
UNIV OF VICTORIA	3.36	0.39	1.42	0.05	1.05	0.17	0.00	0.11	0.17
UNIV OF VIRGINIA	4.10	0.90	1.25	0.07	1.45	0.35		0.08	
UNIV OF WASHINGTON	3.23	0.27	1.07	0.10	1.32	0.21		0.11	0.15
UNIV OF WASHINGTON HOSPITAL	3.50				3.50				
UNIV OF WESTERN ONTARIO	2.43	0.38	1.00	0.04	0.80	0.18	0.02	0.02	

Operating Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
UNIV OF WINDSOR	3.71	0.31	1.78	0.12	0.86	0.64			
UNIV OF WISCONSIN/LA CROSSE	2.50	0.22	1.23	0.09	0.78	0.15		0.04	
UNIV OF WISCONSIN/MADISON	3.53	0.36	0.88		0.94	0.74	0.15	0.07	0.39
UNIV OF WYOMING	1.76	0.21	0.76	0.03	0.65	0.11			
UPPER MORELAND SCHOOL DISTRICT	3.44	0.58	1.34	0.04	1.44	0.00	0.02	0.02	0.00
VALPARAISO UNIV	1.45	0.26		0.05	1.06	0.00	0.03	0.05	0.00
VIRGINIA INSTITUTE OF MARINE SCIENCE	5.38	0.94	1.02	0.08	2.62	0.00	0.70	0.01	
VIRGINIA POLYTECHNIC INSTITUTE & STAT	2.82	0.13	0.75	0.02	1.41	0.28	0.08	0.11	0.03
WASHINGTON STATE UNIV	2.05	0.19	0.56	0.03	0.98	0.18		0.11	
WAYNE STATE UNIV	3.24	0.19	1.18	0.11	1.60	0.10		0.05	
WEST LIBERTY STATE COLLEGE	3.62	0.09	1.39	0.04	2.06	0.00	0.00	0.04	
WEST VIRGINIA UNIV	2.62	0.45	0.85	0.07	1.09	0.08		0.07	
WESTERN CAROLINA UNIV	2.56	0.34	1.28	0.04	0.66	0.16	0.00	0.07	
WESTERN ILLINOIS UNIV	2.59	0.47	1.08	0.03	0.82	0.15	0.01	0.03	
WESTERN KENTUCKY UNIV	1.82	0.29	0.57	0.06	0.83	0.00		0.06	
WHEATON COLLEGE	3.81	0.25	1.36	0.07	1.62	0.05		0.04	0.41
WHITMAN COLLEGE	2.75	0.26	1.33	0.10	1.02	0.00		0.01	0.03
WICHITA STATE UNIV	2.80	0.22	1.06	0.02	1.22	0.16	0.11	0.02	
WILLAMETTE UNIV	2.62	0.15	1.29	0.13	0.79	0.12		0.07	0.08
WILLIAM JEWELL COLLEGE	2.22	0.37	0.94	0.03	0.84	0.00		0.03	
WILLIAMS COLLEGE	4.60	0.74	1.26	0.05	1.50	0.20	0.02	0.10	0.74
WITTENBERG UNIV	2.37	0.11	1.28	0.05	0.89	0.00	0.02	0.02	
WORCESTER POLYTECH INSTITUTE	4.12	0.37	1.45	0.22	1.59	0.33	0.10	0.06	
XAVIER UNIV/CINCINNATI	3.06	0.36	1.53	0.10	1.00	0.00		0.06	
YAVAPAI COLLEGE	4.74	1.42	1.28	0.02	1.53	0.03	0.20	0.16	0.10
YORK UNIV	4.14	0.55	1.56	0.05	1.35	0.35		0.15	0.12

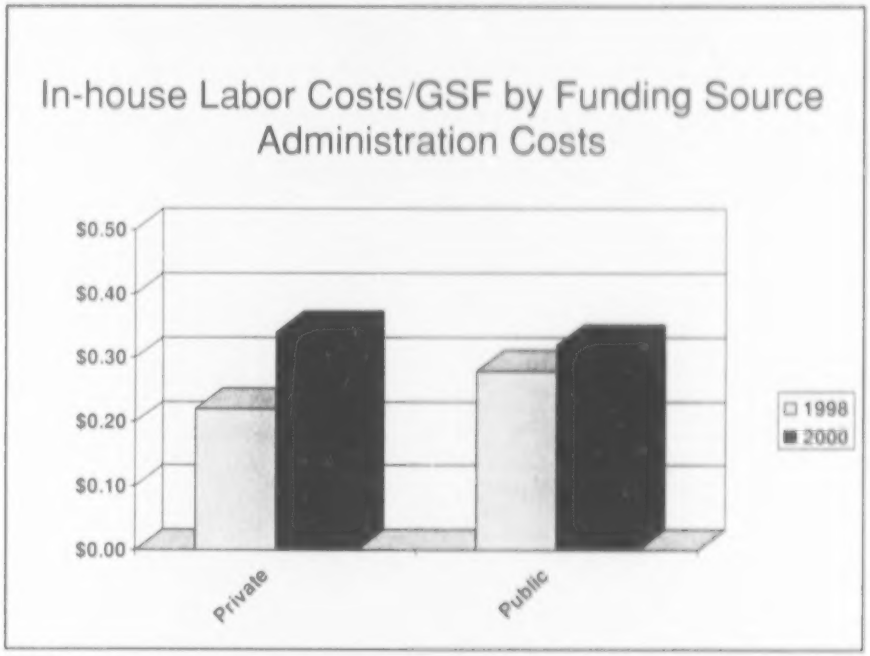
Operating Costs per Student FTE by Funding & Carnegie

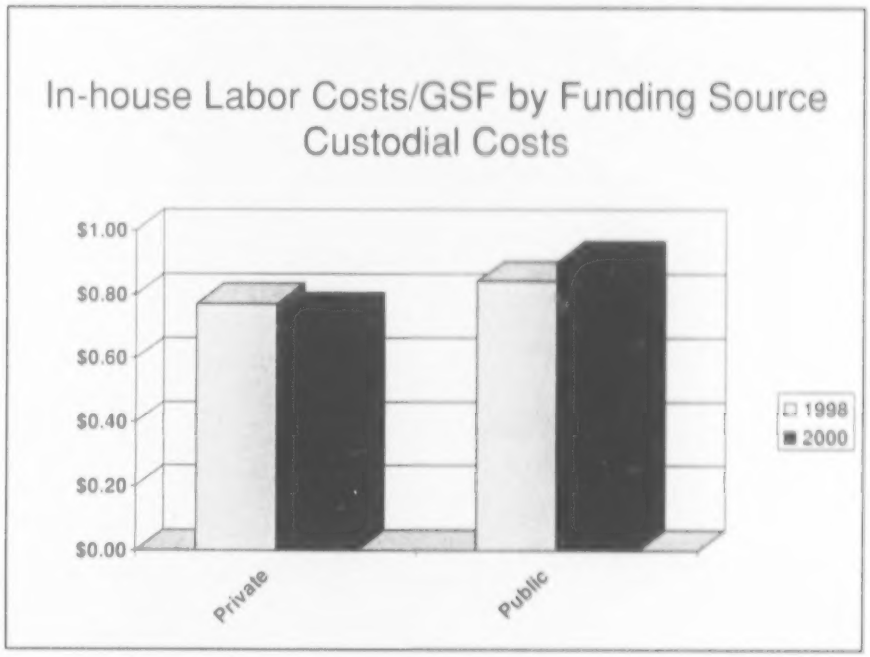
Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
PRIVATE INSTITUTIONS										
Associate of Arts	1	2,264.09	1,350.91	300.00	192.73	409.09	9.09	2.27	0.00	0.00
Baccalaureate	33	1,964.68	200.06	639.38	201.15	736.32	107.78	4.56	31.27	44.16
Doctoral	6	961.19	118.01	293.50	86.71	385.98	29.56	9.05	10.94	27.43
K-12	5	3,236.40	1,200.86	662.52	219.56	699.19	167.70	100.27	59.64	126.66
Master's	14	1,279.82	135.14	322.26	152.61	537.29	22.92	10.89	30.54	68.17
Research	13	2,852.59	323.73	790.52	199.74	877.99	478.39	47.67	32.40	102.14
Specialized	4	2,043.72	401.22	459.01	285.66	747.89	40.45	0.00	85.06	24.42
PRIVATE FUNDING	76	2,002.94	294.35	567.07	188.48	690.09	148.46	19.48	34.01	60.99
PUBLIC INSTITUTIONS										
Associate of Arts	23	517.54	65.28	160.18	56.05	150.70	12.51	3.11	8.47	61.23
Baccalaureate	6	593.85	62.43	179.40	49.67	249.41	32.41	3.22	9.92	7.40
Doctoral	22	937.89	135.65	289.67	64.35	309.90	74.57	7.87	14.55	41.33
K-12	6	696.07	76.71	217.68	78.44	203.51	0.99	10.29	53.14	55.31
Master's	51	768.34	97.02	213.20	74.52	267.09	81.27	4.44	13.06	17.73
Research	56	1,022.26	127.10	248.37	77.25	333.54	161.08	14.94	19.43	40.55
Specialized	8	3,888.21	592.77	623.12	237.44	575.09	350.75	244.54	23.78	240.71
PUBLIC FUNDING	172	975.66	128.65	245.39	78.49	336.64	105.23	19.45	16.50	45.32

In-house Labor Cost per GSF by Funding Source

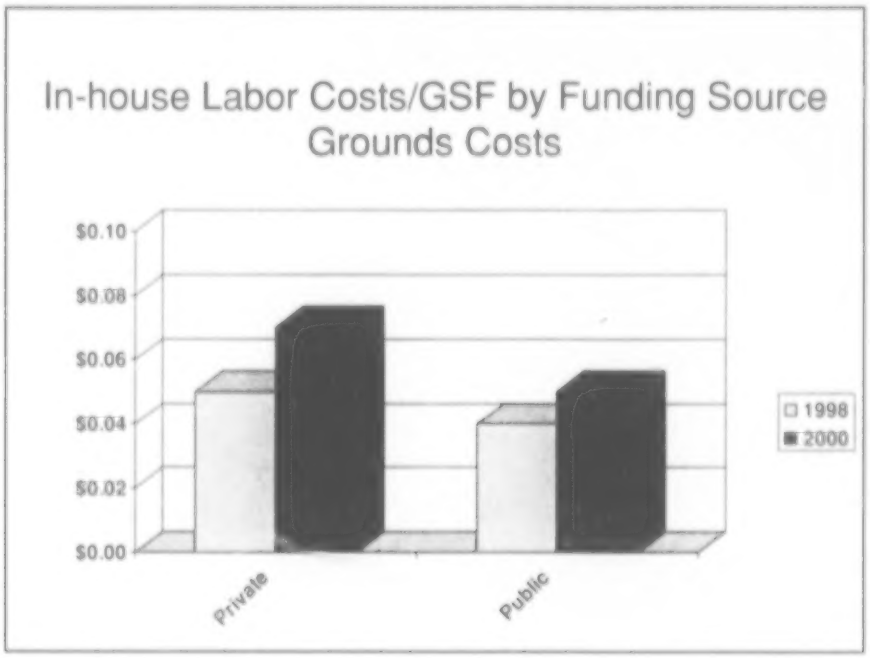
Funding Source	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
Private	76	1.94	0.34	0.74	0.07	0.68	0.18	0.06	0.04	0.31
Public	172	2.25	0.32	0.90	0.05	0.77	0.19	0.07	0.04	0.21
All Types	248	2.15	0.32	0.85	0.06	0.74	0.19	0.07	0.04	0.24

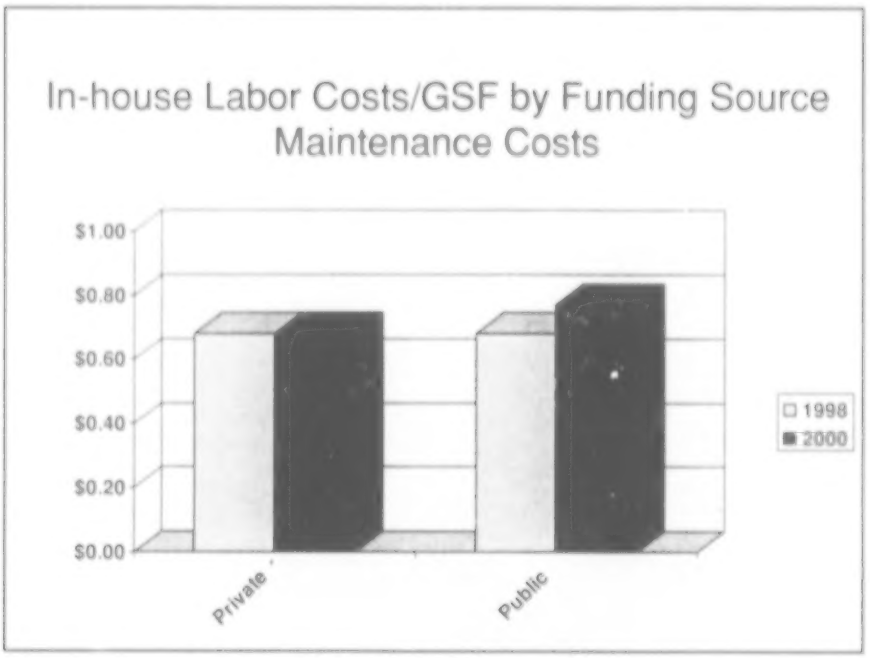
In-house Labor Cost per GSF by Funding Source



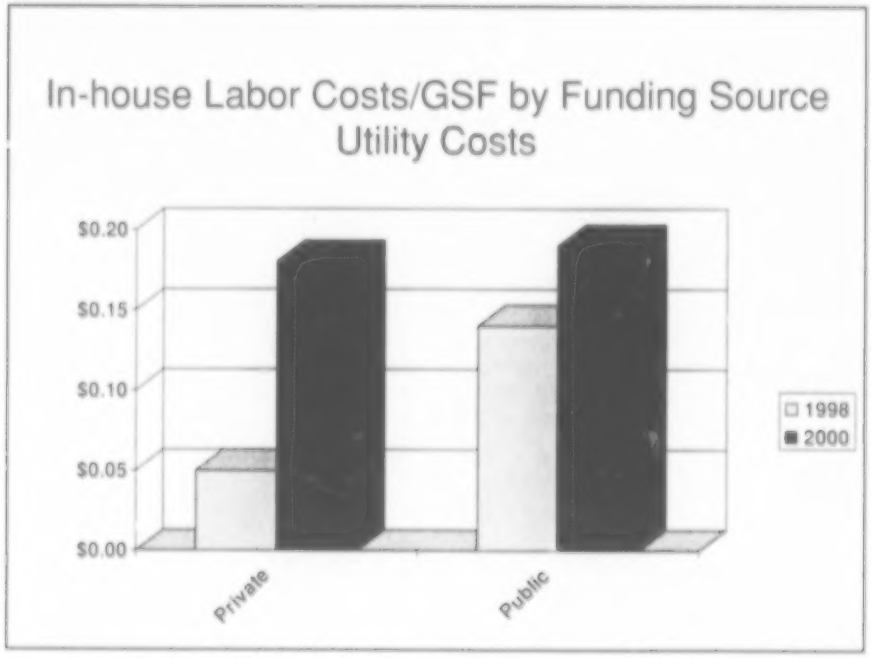


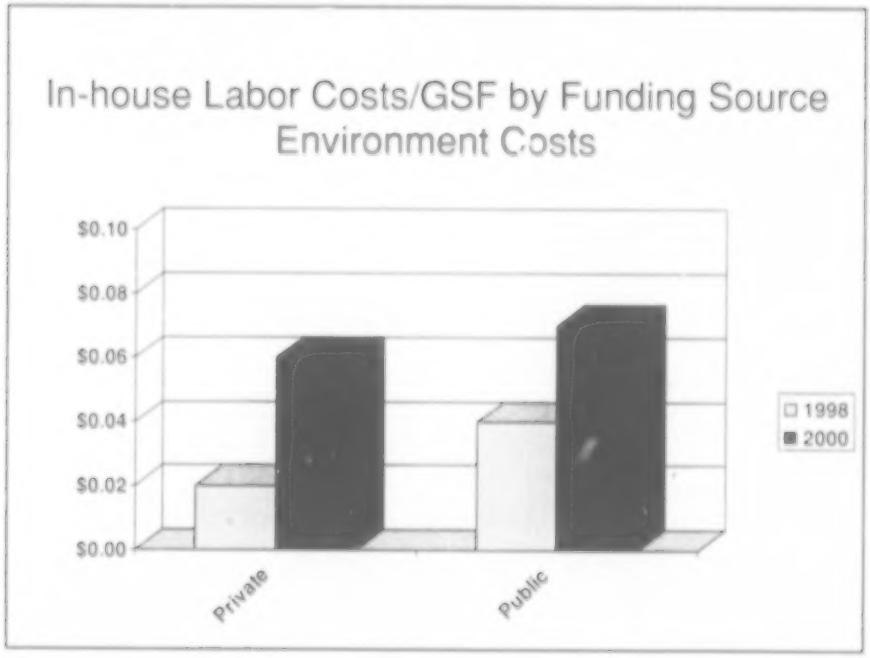
In-house Labor Cost per GSF by Funding Source



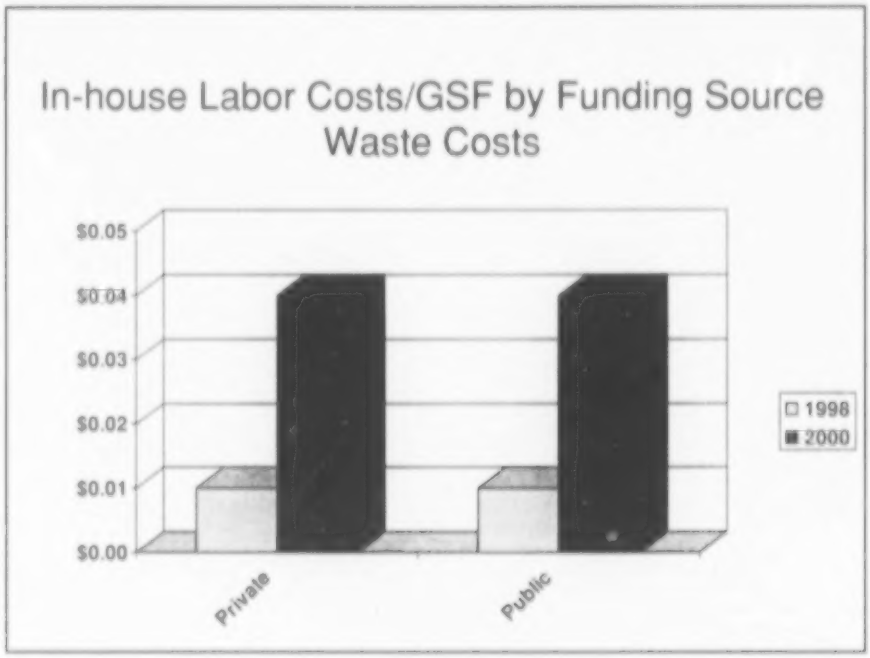


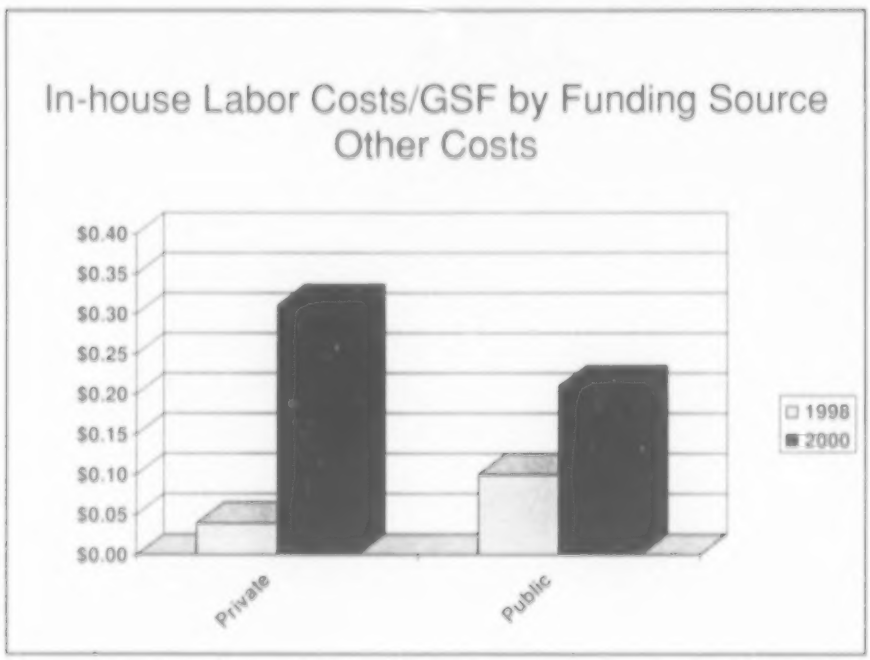
In-house Labor Cost per GSF by Funding Source





In-house Labor Cost per GSF by Funding Source

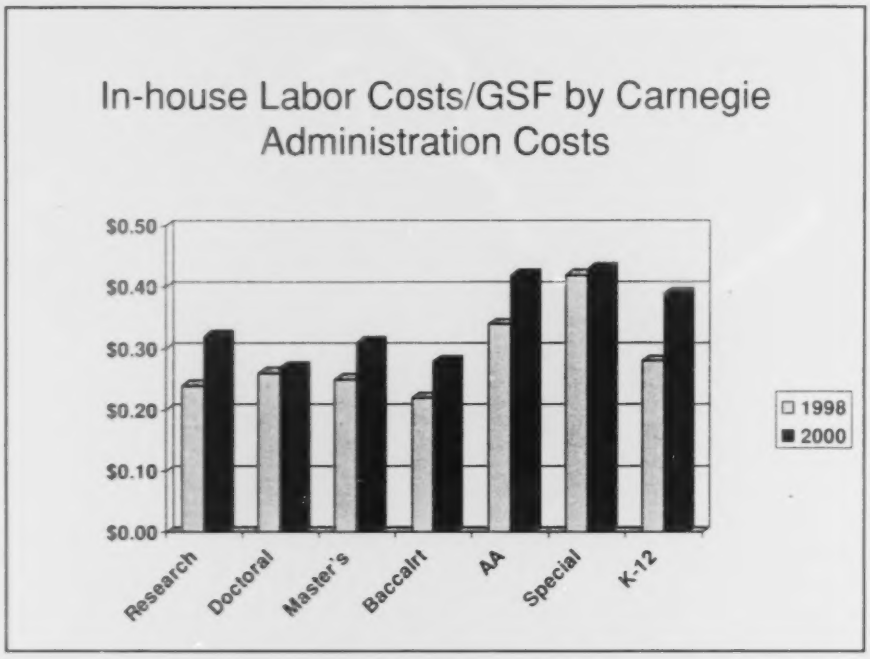


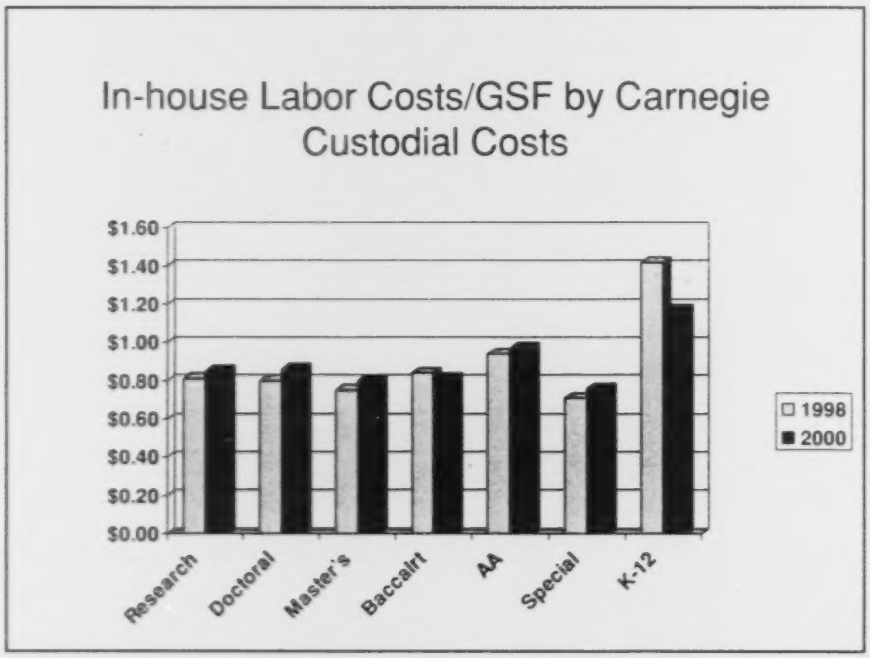


In-house Labor Cost per GSF by Carnegie

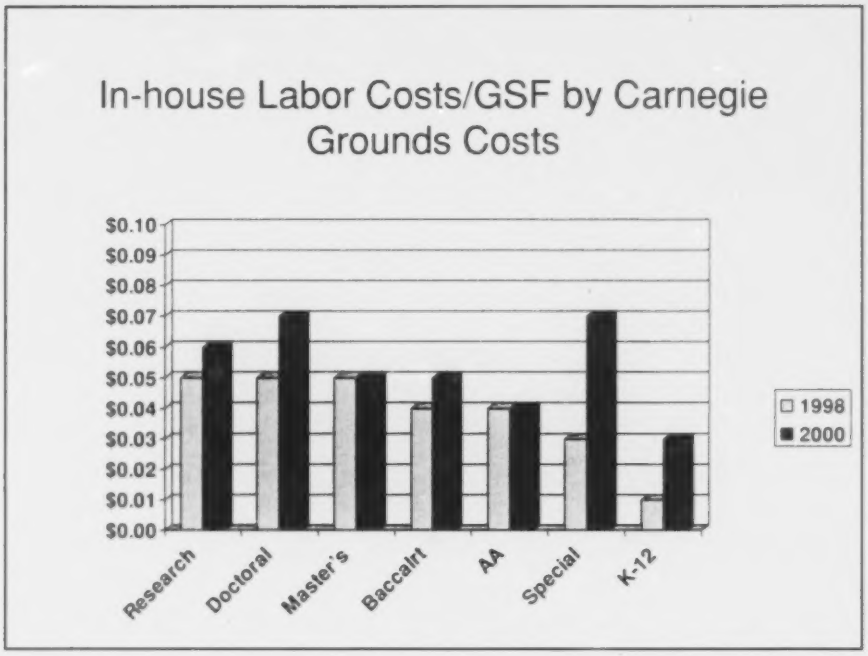
Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
Associate of Arts	24	2.52	0.42	0.97	0.04	0.79	0.09	0.04	0.04	0.63
Baccalaureate	39	1.76	0.28	0.81	0.05	0.58	0.16	0.04	0.03	0.19
Doctoral	28	2.15	0.27	0.86	0.07	0.74	0.17	0.04	0.03	0.12
K-12	11	2.38	0.39	1.17	0.03	0.69	0.08	0.06	0.18	0.55
Master's	65	2.07	0.31	0.80	0.05	0.74	0.21	0.04	0.03	0.14
Research	69	2.24	0.32	0.85	0.06	0.76	0.19	0.10	0.02	0.20
Specialized	12	2.44	0.43	0.76	0.07	1.11	0.26	0.24	0.12	0.27
All Types	248	2.15	0.32	0.85	0.06	0.74	0.19	0.07	0.04	0.24

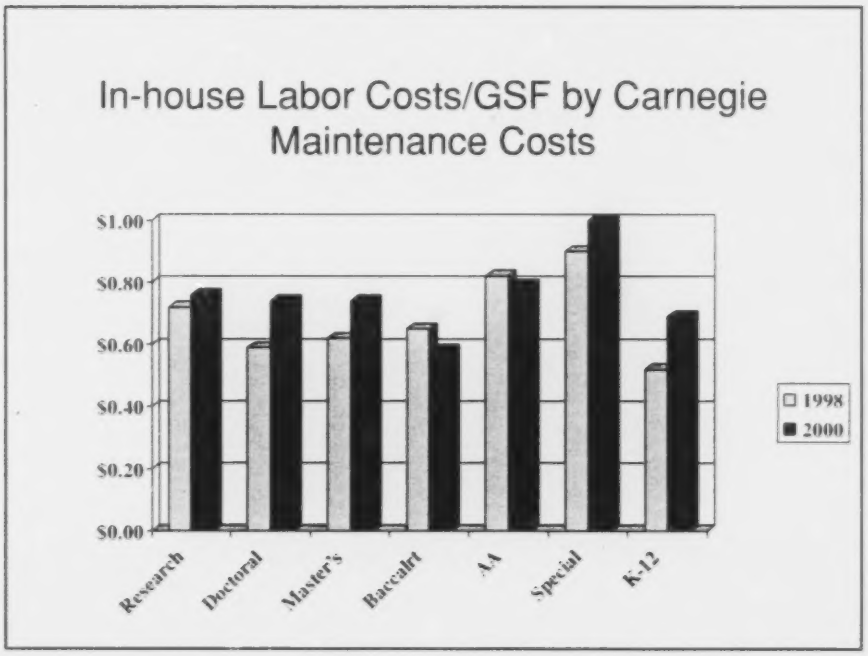
In-house Labor Cost per GSF by Carnegie



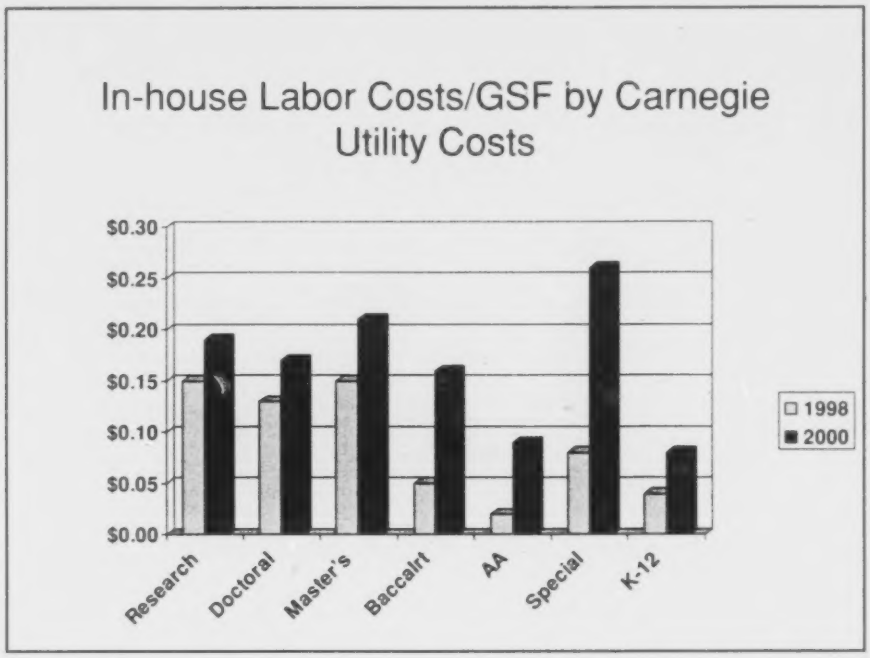


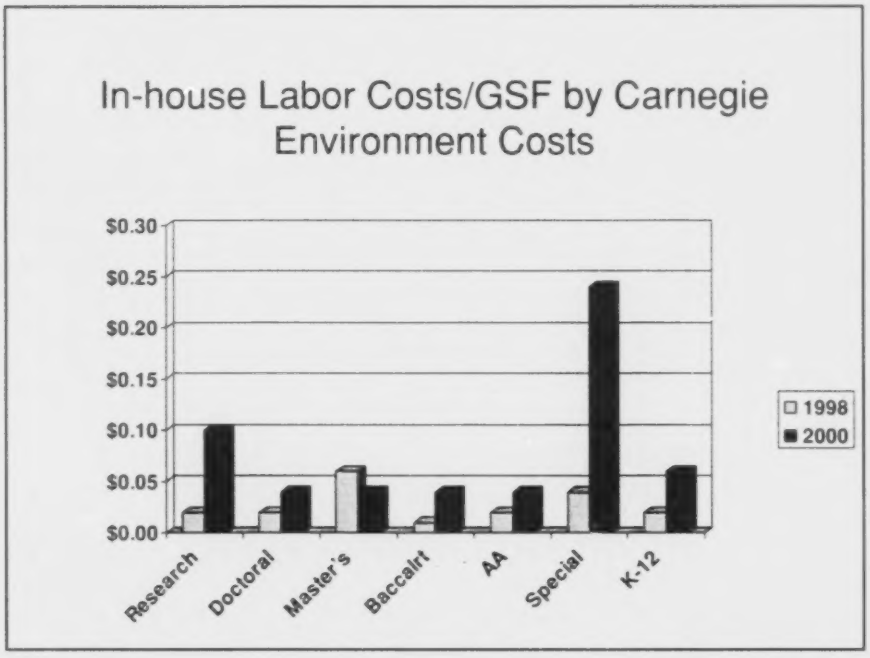
In-house Labor Cost per GSF by Carnegie



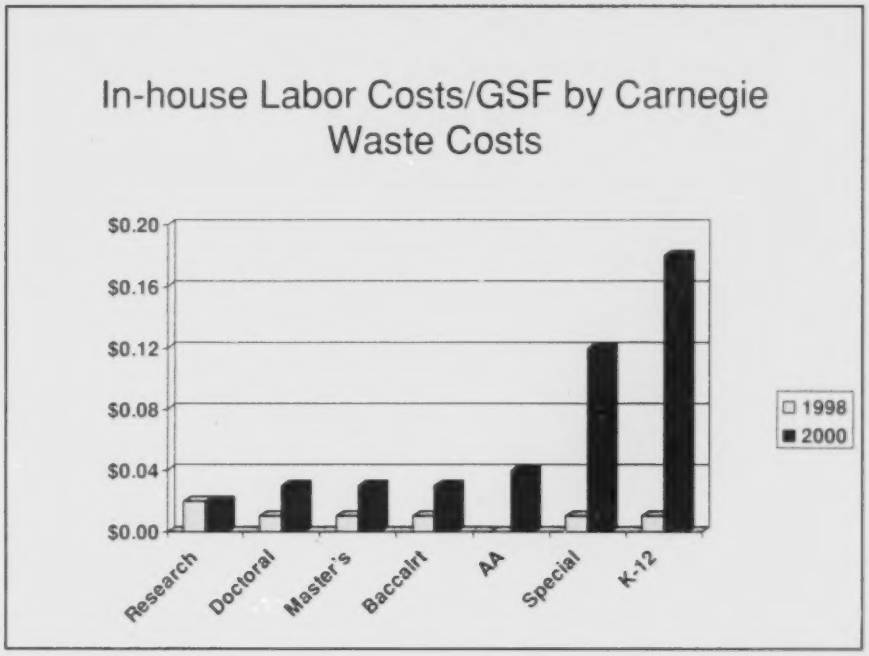


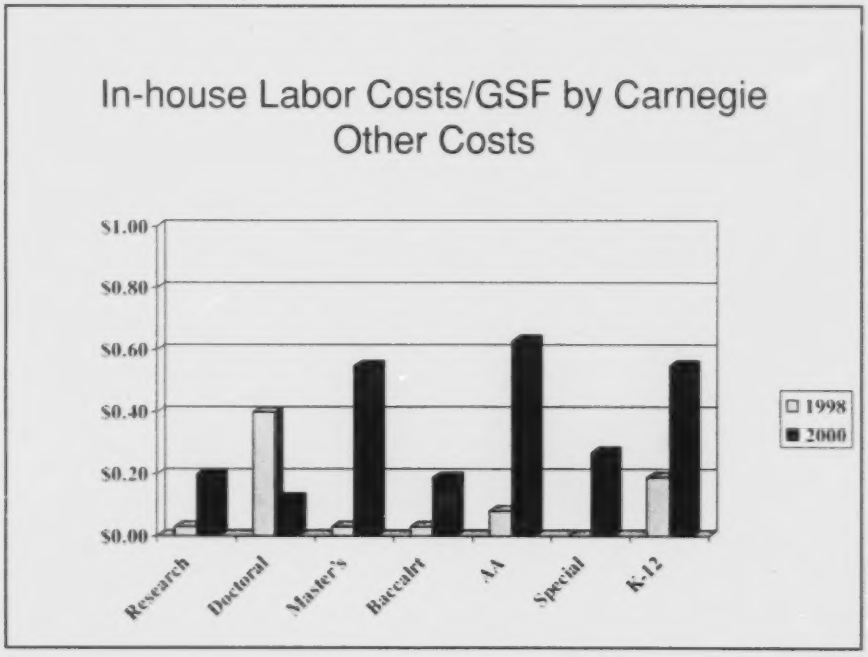
In-house Labor Cost per GSF by Carnegie





In-house Labor Cost per GSF by Carnegie





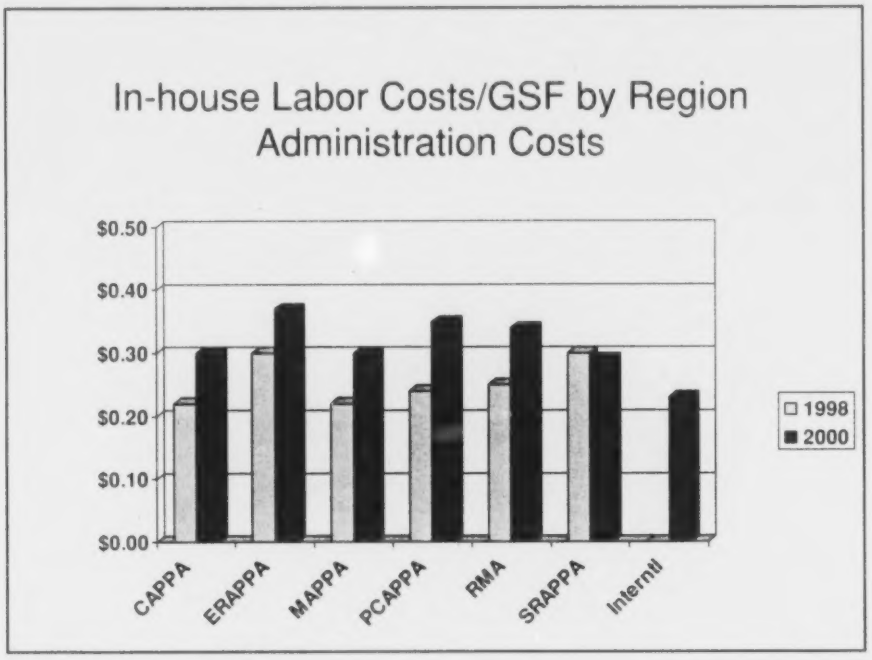
In-house Labor Cost per GSF by Funding Source & Carnegie

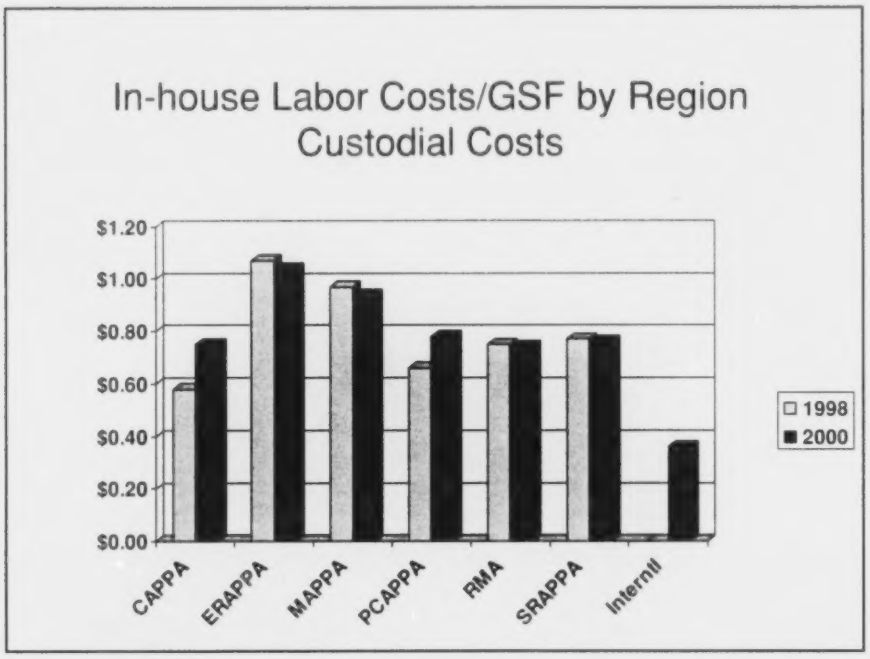
Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
PRIVATE FUNDING										
Associate of Arts	1	1.21	0.94	0.08	0.01	0.19				
Baccalaureate	33	1.77	0.28	0.81	0.05	0.59	0.17	0.04	0.03	0.21
Doctoral	6	2.40	0.35	0.89	0.18	0.86	0.11	0.06	0.02	0.20
K-12	5	2.61	0.50	0.95	0.05	0.79	0.22	0.05	0.05	0.70
Master's	14	1.40	0.29	0.47	0.06	0.65	0.10	0.03	0.03	0.08
Research	13	2.39	0.34	0.77	0.10	0.76	0.22	0.12	0.01	0.87
Specialized	4	2.39	0.57	0.55	0.11	1.03	0.27		0.16	
PRIVATE FUNDING	76	1.94	0.34	0.74	0.07	0.68	0.18	0.06	0.04	0.31
PUBLIC FUNDING										
Associate of Arts	23	2.58	0.39	1.01	0.04	0.81	0.09	0.04	0.04	0.63
Baccalaureate	6	1.71	0.24	0.84	0.03	0.53	0.15	0.02	0.01	0.04
Doctoral	22	2.09	0.25	0.84	0.05	0.71	0.18	0.04	0.03	0.10
K-12	6	2.18	0.29	1.39	0.02	0.62	0.01	0.06	0.31	0.32
Master's	51	2.26	0.31	0.88	0.05	0.77	0.21	0.05	0.03	0.16
Research	56	2.21	0.32	0.86	0.05	0.76	0.19	0.10	0.03	0.12
Specialized	8	2.46	0.35	0.90	0.05	1.15	0.26	0.24	0.03	0.27
PUBLIC FUNDING	172	2.25	0.32	0.90	0.05	0.77	0.19	0.07	0.04	0.21
All Types	248	2.15	0.32	0.85	0.06	0.74	0.19	0.07	0.04	0.24

In-house Labor Cost per GSF by Region

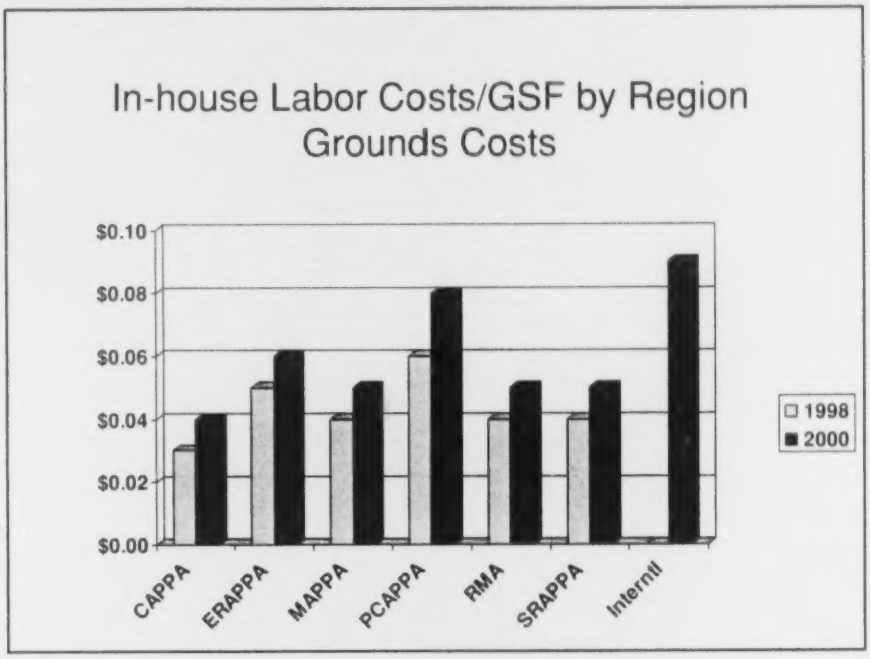
Region	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
CAPPA	37	1.98	0.30	0.75	0.04	0.72	0.19	0.06	0.02	0.12
ERAPPA	52	2.45	0.37	1.04	0.06	0.77	0.16	0.07	0.03	0.41
International	3	1.72	0.23	0.36	0.09	0.74	0.26		0.02	0.24
MAPPA	53	2.15	0.30	0.94	0.05	0.68	0.24	0.06	0.06	0.20
PCAPPA	36	2.21	0.35	0.78	0.08	0.84	0.17	0.07	0.05	0.27
RMA	24	2.02	0.34	0.74	0.05	0.69	0.16	0.09	0.02	0.23
SRAPPA	43	2.01	0.29	0.76	0.05	0.75	0.18	0.07	0.03	0.13
All Types	248	2.15	0.32	0.85	0.06	0.74	0.19	0.07	0.04	0.24

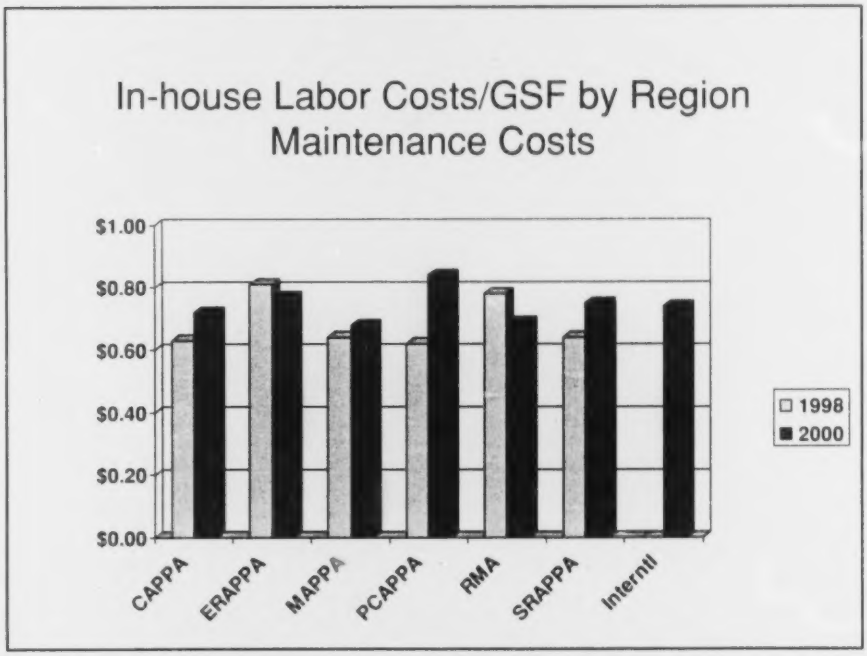
In-house Labor Cost per GSF by Region



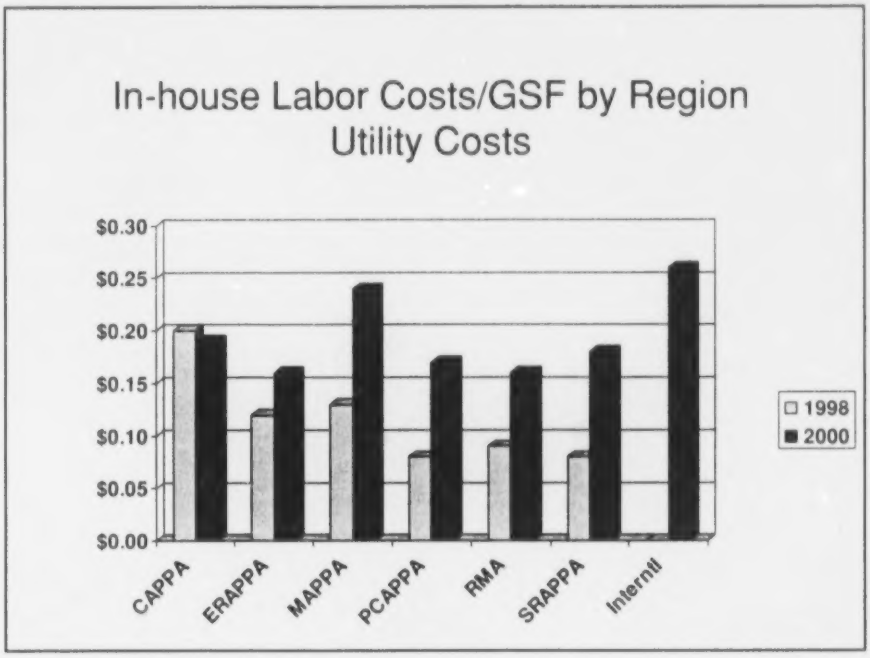


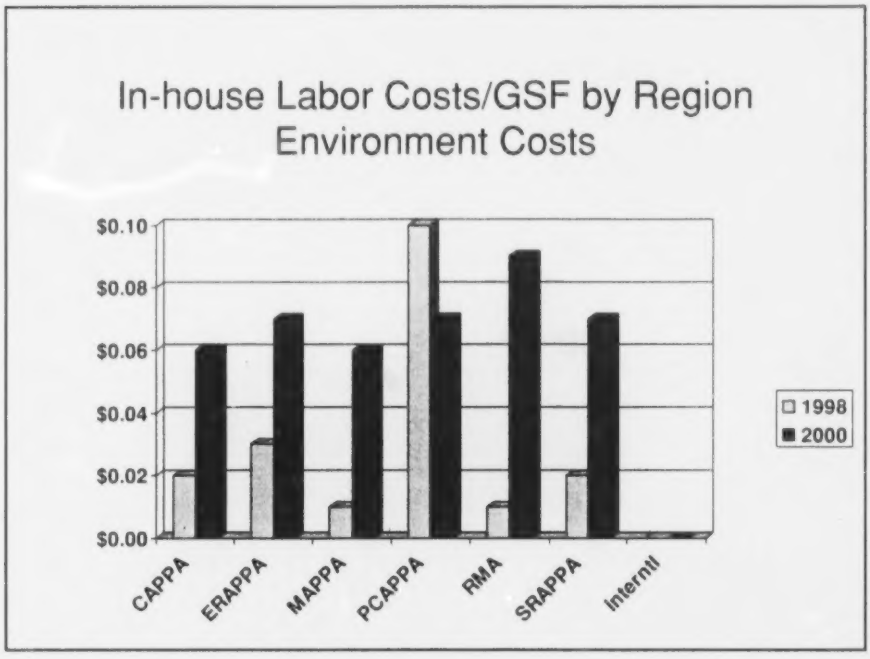
In-house Labor Cost per GSF by Region



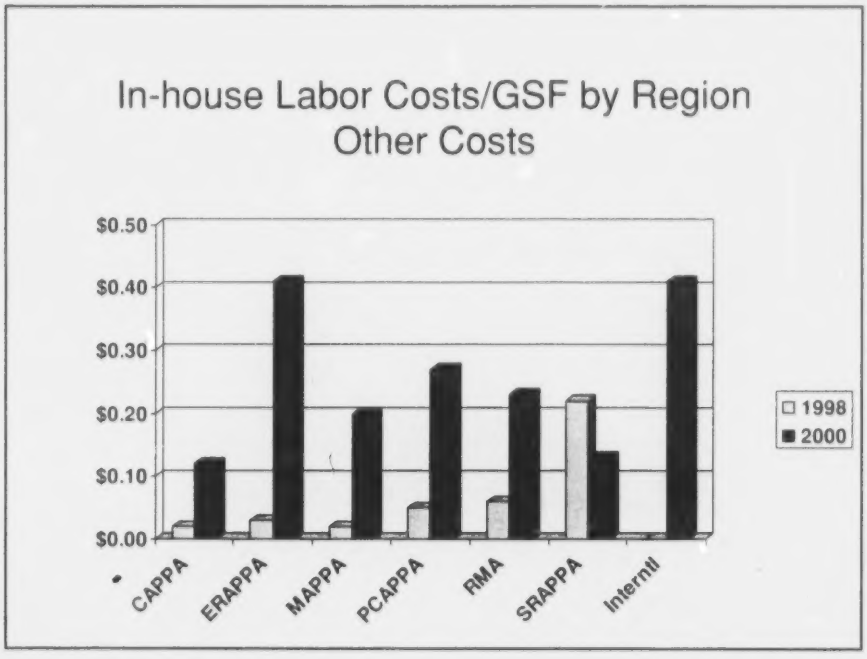


In-house Labor Cost per GSF by Region





In-house Labor Cost per GSF by Region



In-house Labor Cost per GSF by Region & Carnegie

Carnegie Classification		Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
CAPPA										
Associate of Arts	2	2.73	0.33	1.31	0.03	1.04	0.03			
Baccalaureate	4	1.71	0.35	0.71	0.03	0.49	0.22	0.07	0.01	0.13
Doctoral	6	1.94	0.24	0.74	0.03	0.73	0.23	0.04	0.01	0.05
K-12	1	1.04			0.03	1.00	0.01			
Master's	14	1.82	0.27	0.67	0.04	0.65	0.15	0.05	0.03	0.11
Research	7	2.26	0.33	0.73	0.05	0.81	0.26	0.07	0.02	0.09
Specialized	3	2.27	0.43	0.96	0.06	0.79	0.28			0.49
CAPPA ALL TYPES	37	1.98	0.30	0.75	0.04	0.72	0.19	0.06	0.02	0.12
ERAPPA										
Associate of Arts	6	2.88	0.46	1.04	0.03	0.80	0.09		0.04	1.48
Baccalaureate	8	2.43	0.34	1.30	0.05	0.71	0.19	0.02	0.04	0.29
Doctoral	5	2.94	0.45	1.03	0.14	1.01	0.18	0.08		0.25
K-12	3	2.20	0.66	0.89	0.02	0.79	0.22	0.05	0.06	
Master's	13	1.91	0.28	0.85	0.05	0.66	0.16	0.03	0.03	0.15
Research	17	2.63	0.34	1.09	0.06	0.78	0.16	0.11	0.02	0.46
ERAPPA ALL TYPES	52	2.45	0.37	1.04	0.06	0.77	0.16	0.07	0.03	0.41
INTERNATIONAL										
Research	3	1.72	0.23	0.36	0.09	0.74	0.26		0.02	0.24
INTERNATIONAL ALL	3	1.72	0.23	0.36	0.09	0.74	0.26		0.02	0.24
MAPPA										
Associate of Arts	6	2.41	0.35	1.11	0.05	0.77	0.04	0.02	0.04	0.28
Baccalaureate	13	1.58	0.30	0.70	0.04	0.52	0.25	0.00	0.03	0.11
Doctoral	9	2.22	0.24	1.10	0.07	0.66	0.12	0.02	0.03	0.11
K-12	2	3.08	0.35	1.43	0.03	0.57	0.01	0.08	0.61	0.61
Master's	8	2.16	0.23	0.93	0.05	0.71	0.44	0.02	0.01	0.09
Research	11	2.42	0.32	1.02	0.04	0.73	0.23	0.18	0.03	0.37
Specialized	4	2.27	0.38	0.63	0.11	0.98	0.24		0.15	
MAPPA ALL TYPES	53	2.15	0.30	0.94	0.05	0.68	0.24	0.06	0.06	0.20

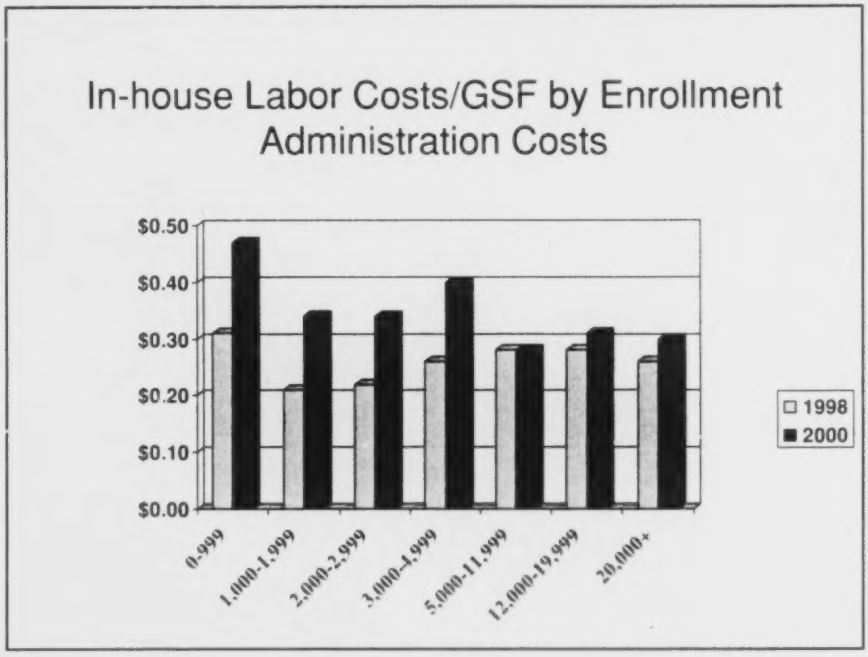
In-house Labor Cost per GSF by Region & Carnegie

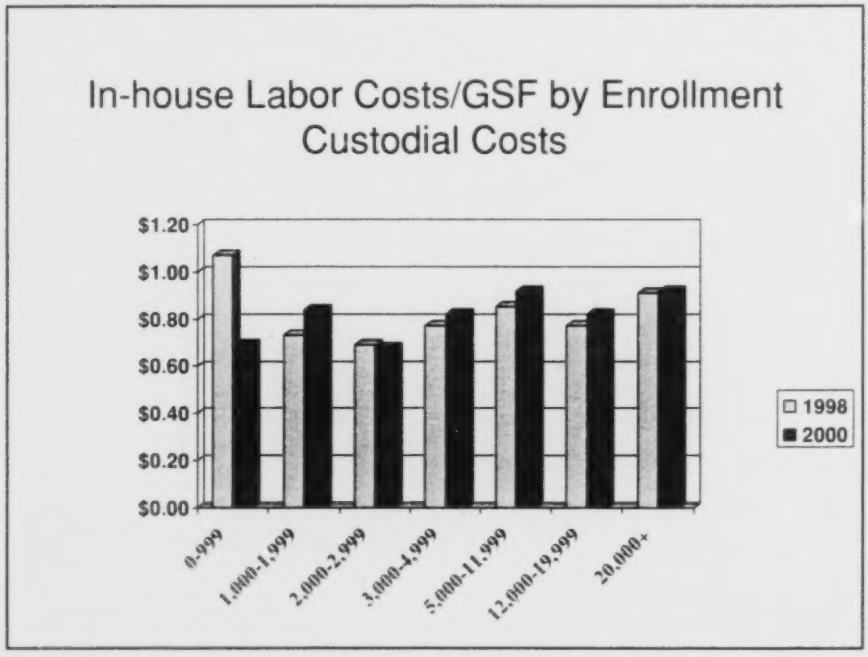
Carnegie Classification		Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
PCAPPA										
Associate of Arts	2	2.48	0.53	0.65	0.07	0.68			0.08	0.55
Baccalaureate	4	1.82	0.26	0.80	0.07	0.62	0.05	0.04	0.03	0.05
Doctoral	2	1.41	0.20	0.35	0.05	0.60	0.01	0.09		0.15
K-12	2	3.18	0.32	1.24	0.07	0.55				0.99
Master's	13	2.59	0.45	0.87	0.09	1.02	0.17	0.09	0.09	0.12
Research	12	1.82	0.27	0.67	0.08	0.68	0.20	0.03	0.04	0.12
Specialized	1	2.50				2.50				
PCAPPA ALL TYPES	36	2.21	0.35	0.78	0.08	0.84	0.17	0.07	0.05	0.27
RMA										
Associate of Arts	8	2.30	0.43	0.80	0.04	0.75	0.12	0.07	0.01	0.42
Baccalaureate	3	1.46	0.23	0.41	0.07	0.56	0.08	0.03		0.36
Doctoral	2	1.77	0.22	0.72	0.04	0.60	0.13			0.10
K-12	1	1.64	0.14	1.49	0.01					
Master's	1	1.12	0.15	0.40	0.06	0.51				
Research	6	2.07	0.34	0.77	0.05	0.66	0.20		0.01	0.08
Specialized	3	2.30	0.40	0.75	0.05	0.88	0.26	0.15	0.05	0.05
RMA ALL TYPES	24	2.02	0.34	0.74	0.05	0.69	0.16	0.09	0.02	0.23
SRAPPA										
Baccalaureate	7	1.45	0.17	0.78	0.03	0.55				
Doctoral	4	1.91	0.24	0.57	0.07	0.72	0.23	0.04	0.04	0.08
K-12	2	2.19	0.23	1.12	0.02	0.70		0.00	0.03	0.08
Master's	16	2.01	0.28	0.78	0.05	0.70	0.20	0.03	0.03	0.24
Research	13	2.17	0.35	0.73	0.06	0.85	0.15	0.09	0.03	0.08
Specialized	1	3.92	0.67	0.90	0.06	1.87		0.42		
SRAPPA ALL TYPES	43	2.01	0.29	0.76	0.05	0.75	0.18	0.07	0.03	0.13

In-house Labor Cost per GSF by Student Enrollment Range

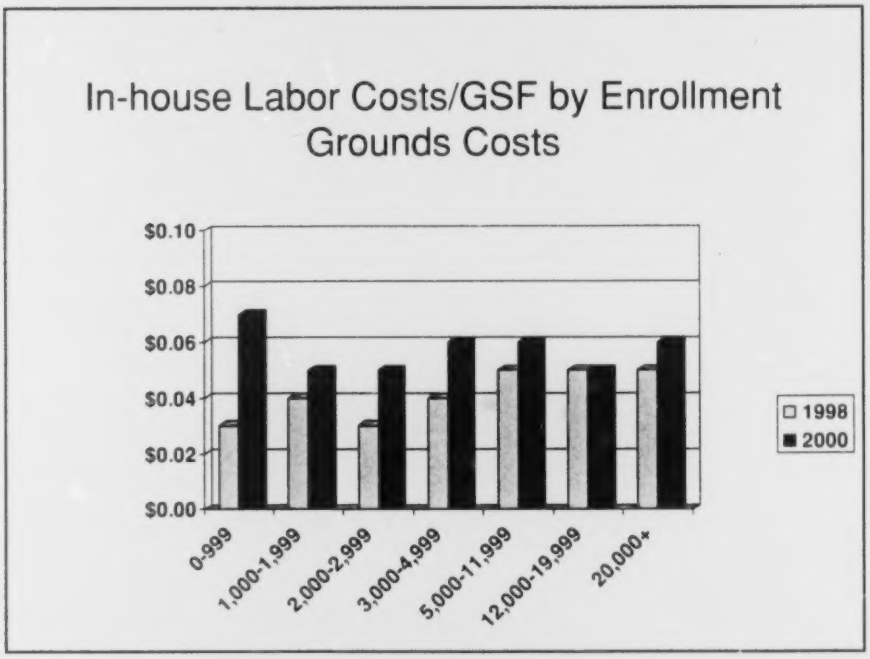
Enrollment Range	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
0 - 999	11	2.30	0.47	0.69	0.07	1.04	0.33	0.29	0.30	0.43
1,000 - 1,999	29	2.02	0.34	0.84	0.05	0.62	0.18	0.02	0.04	0.40
2,000 - 2,999	24	1.83	0.34	0.68	0.05	0.65	0.19	0.11	0.02	0.23
3,000 - 4,999	26	2.26	0.40	0.82	0.06	0.78	0.25	0.03	0.05	0.24
5,000 - 11,999	64	2.20	0.28	0.92	0.06	0.72	0.21	0.05	0.03	0.24
12,000 - 19,999	46	2.17	0.31	0.82	0.05	0.79	0.15	0.07	0.03	0.17
20,000 +	48	2.24	0.30	0.92	0.06	0.76	0.15	0.07	0.03	0.19
All Types	248	2.15	0.32	0.85	0.06	0.74	0.19	0.07	0.04	0.24

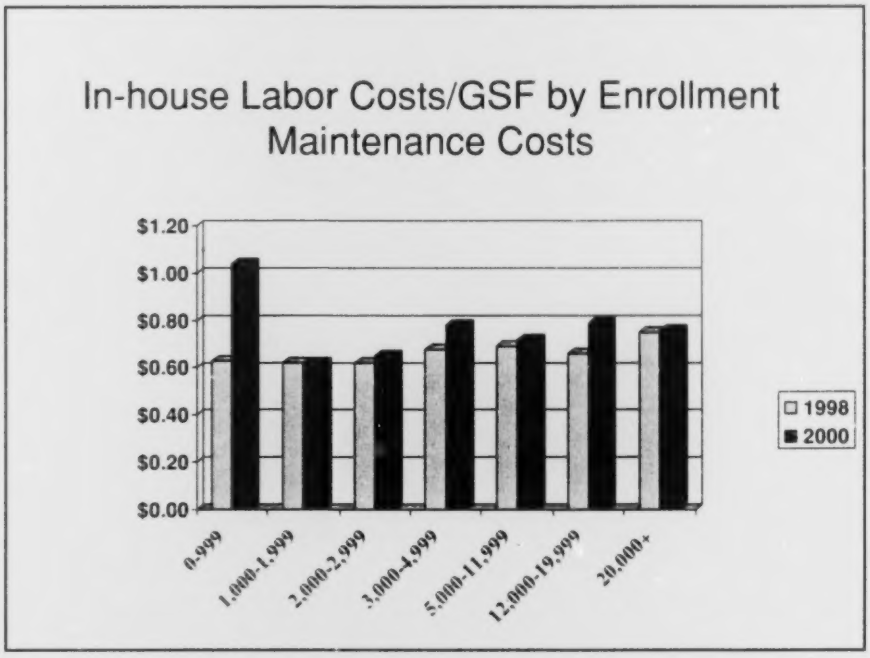
In-house Labor Cost per GSF by Student Enrollment Range



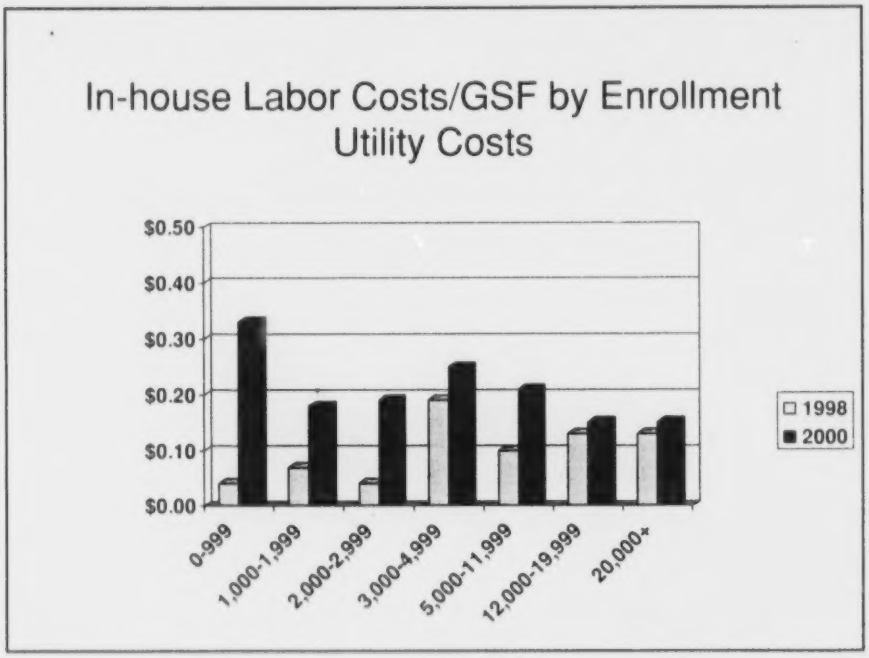


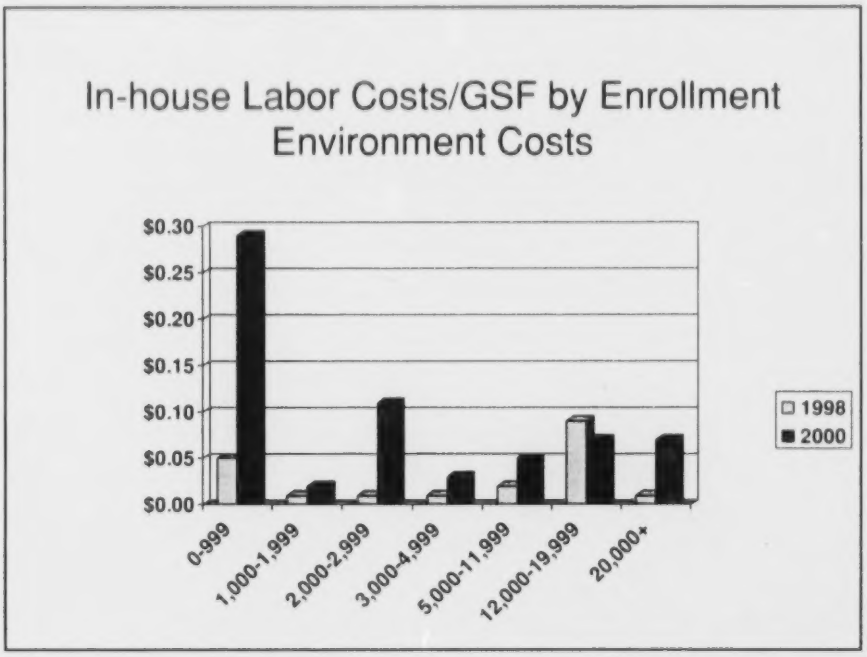
In-house Labor Cost per GSF by Student Enrollment Range



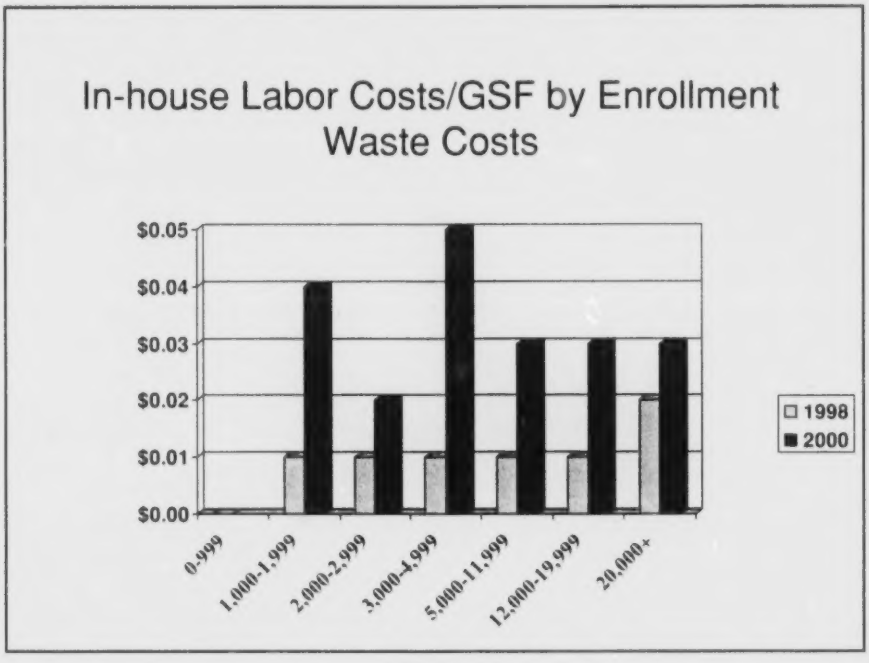


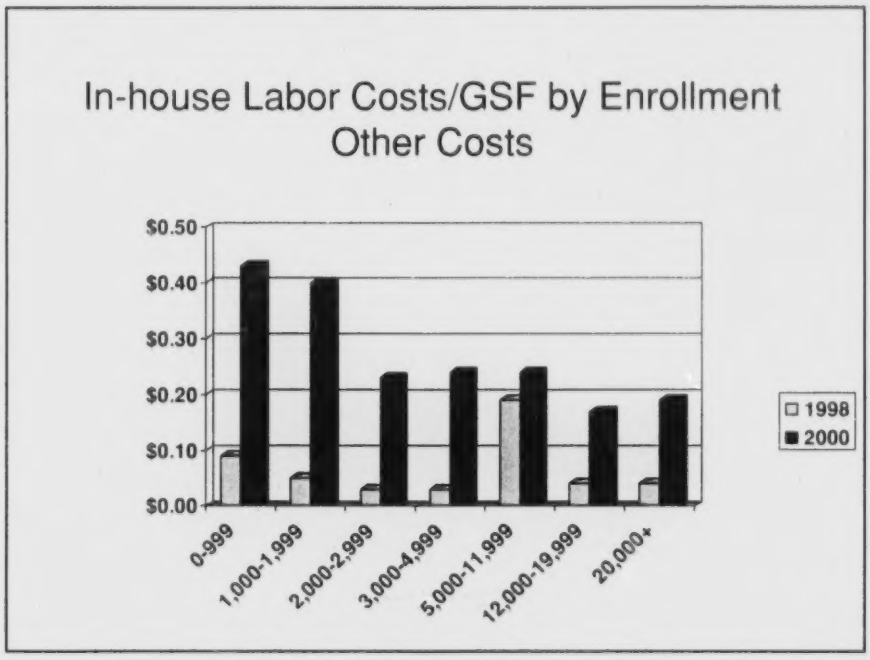
In-house Labor Cost per GSF by Student Enrollment Range





In-house Labor Cost per GSF by Student Enrollment Range





In-house Labor Cost per GSF by Student Enrollment & Carnegie

Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
0 - 999 STUDENTS										
Baccalaureate	3	1.20	0.27	0.50	0.03	0.45	0.30			
K-12	4	2.35	0.55	0.77	0.04	0.63		0.16	0.32	0.43
Specialized	4	3.09	0.57	0.78	0.12	1.64	0.35	0.42	0.27	
0 - 999 ALL	11	2.30	0.47	0.69	0.07	1.04	0.33	0.29	0.30	0.43
1,000 - 1,999 STUDENTS										
Associate of Arts	3	3.02	0.68	0.98	0.02	0.54	0.14		0.07	1.10
Baccalaureate	20	1.85	0.25	0.87	0.05	0.60	0.14	0.02	0.03	0.24
K-12	1	3.02	0.44	1.12	0.01	1.11	0.22	0.05	0.06	
Master's	2	1.34	0.29	0.35	0.04	0.56	0.20			
Research	1	2.61	0.43	0.91	0.23	0.48	0.42	0.02		0.11
Specialized	2	2.01	0.55	0.62	0.04	0.77			0.05	
1,000 - 1,999 ALL	29	2.02	0.34	0.84	0.05	0.62	0.18	0.02	0.04	0.40
2,000 - 2,999 STUDENTS										
Associate of Arts	3	2.34	0.53	0.91	0.01	0.80	0.03	0.09	0.01	0.09
Baccalaureate	11	1.75	0.30	0.87	0.05	0.56	0.14	0.03	0.03	0.18
Master's	7	1.57	0.28	0.33	0.05	0.62	0.29		0.02	0.27
Specialized	3	2.19	0.38	0.65	0.07	0.94	0.19	0.27		0.27
2,000 - 2,999 ALL	24	1.83	0.34	0.68	0.05	0.65	0.19	0.11	0.02	0.23
3,000 - 4,999 STUDENTS										
Associate of Arts	5	2.26	0.40	0.98	0.04	0.78	0.07	0.00	0.03	0.19
Baccalaureate	3	1.63	0.32	0.56	0.04	0.49	0.27	0.02	0.01	0.03
Doctoral	3	2.17	0.29	0.66	0.08	0.84	0.40	0.08		0.10
K-12	2	3.05	0.48	1.17	0.07	0.61				1.42
Master's	9	2.27	0.45	0.75	0.07	0.84	0.28	0.02	0.07	0.05
Research	3	2.69	0.44	0.98	0.06	0.97	0.21	0.03	0.02	
Specialized	1	1.50	0.12	0.67	0.01	0.70				
3,000 - 4,999 ALL	26	2.26	0.40	0.82	0.06	0.78	0.25	0.03	0.05	0.24
5,000 - 11,999 STUDENTS										
Associate of Arts	9	2.69	0.35	1.14	0.06	0.79	0.06	0.02	0.02	0.99
Baccalaureate	1	1.92	0.36	0.75	0.08	0.62		0.12		
Doctoral	16	2.10	0.27	0.86	0.08	0.67	0.17	0.04	0.03	0.14
K-12	1	1.64	0.14	1.49	0.01					
Master's	29	2.10	0.26	0.88	0.05	0.74	0.23	0.05	0.03	0.10
Research	8	2.28	0.26	0.92	0.07	0.70	0.25		0.02	0.31
5,000 - 11,999 ALL	64	2.20	0.28	0.92	0.06	0.72	0.21	0.05	0.03	0.24

In-house Labor Cost per GSF by Student Enrollment & Carnegie

Carnegie Classification	Count	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
12,000 - 19,999 STUDENTS										
Associate of Arts	2	2.48	0.40	0.21	0.02	1.26	0.26	0.09	0.08	0.39
Doctoral	8	2.28	0.25	0.88	0.06	0.91	0.13	0.06	0.03	0.07
Master's	15	2.14	0.31	0.91	0.05	0.70	0.12	0.03	0.02	0.19
Research	21	2.12	0.32	0.78	0.05	0.76	0.18	0.12	0.03	0.12
12,000 - 19,999 ALL	46	2.17	0.31	0.82	0.05	0.79	0.15	0.07	0.03	0.17
20,000 + STUDENTS										
Associate of Arts	2	2.00	0.21	0.98	0.06	0.67	0.03	0.04	0.02	0.03
Baccalaureate	1	1.89	0.25	0.77	0.06	0.78	0.01			
Doctoral	1	1.91	0.38	1.19	0.04	0.21	0.03	0.01	0.05	
K-12	3	2.00	0.09	1.86	0.01	0.67	0.01	0.00	0.02	0.03
Master's	3	2.55	0.30	0.97	0.08	1.11	0.09	0.04	0.02	0.04
Research	36	2.26	0.32	0.85	0.06	0.76	0.18	0.11	0.02	0.21
Specialized	2	2.40	0.31	1.03	0.07	0.86	0.21	0.02	0.03	
20,000 + ALL	48	2.24	0.30	0.92	0.06	0.76	0.15	0.07	0.03	0.19
All Types	248	2.15	0.32	0.85	0.06	0.74	0.19	0.07	0.04	0.24

In-house Labor Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
AIMS COMMUNITY COLLEGE	1.04	0.34	0.00	0.01	0.51				0.19
ALAMO COMMUNITY COLLEGE DISTRICT	2.19	0.29	1.02	0.03	0.82	0.03			
ALBUQUERQUE TECHNICAL VOCATIONAL IN	2.79	0.34	0.97	0.02	0.61		0.03		0.82
AMERICAN UNIV OF BEIRUT	1.61	0.22	0.32	0.07	0.49	0.49		0.02	
APPALACHIAN STATE UNIV	2.38	0.13	1.22	0.07	0.81	0.13	0.00	0.02	
ARIZONA STATE UNIV	2.31	0.26	0.95	0.07	0.87	0.14		0.01	0.02
ARIZONA WESTERN COLLEGE	2.16	0.30	1.08	0.08	0.63	0.07			
ARKANSAS STATE UNIV	2.55	0.28	1.03	0.03	1.21				
ATLANTIC CAPE COMMUNITY COLLEGE	5.77	0.75	2.30	0.03	0.87	0.14			1.69
AURARIA HIGHER ED CENTER	2.76	0.40	1.17	0.09	1.08		0.02		
BIRMINGHAM-SOUTHERN COLLEGE	0.20	0.20	0.00						
BLACK HILLS STATE UNIV	1.19	0.22	0.59	0.01	0.34		0.02		
BOISE STATE UNIV	2.35	0.27	0.96	0.02	1.02				0.08
BOSTON UNIV	2.28	0.17	1.27		0.83	0.01			
BOWLING GREEN STATE UNIV	2.06	0.08	1.25	0.06	0.61			0.06	
BOZEMAN SCHOOL DISTRICT	1.64	0.14	1.49	0.01					
BRITISH COLUMBIA INSTITUTE OF TECHNOL	1.31	0.15	0.11		0.78			0.08	0.20
BROWN UNIV	3.48	0.27	1.63	0.13	0.98	0.17			0.30
BRYN MAWR COLLEGE	2.72	0.41	1.46	0.07	0.79				
CALIFORNIA INSTITUTE OF TECHNOLOGY	2.61	0.43	0.91	0.23	0.48	0.42	0.02		0.11
CALIFORNIA LUTHERAN UNIV	1.01	0.34	0.00	0.02	0.65				
CALIFORNIA STATE UNIV/FRESNO	1.59	0.15	0.59	0.04	0.78	0.03			
CALIFORNIA STATE UNIV/LONG BEACH	2.23	0.30	0.60	0.11	1.12	0.09			
CALIFORNIA STATE UNIV/NORTHRIDGE	2.60	0.39	1.12	0.07	0.89	0.10			0.04
CALIFORNIA STATE UNIV/SACRAMENTO	3.69	0.35	1.68	0.07	1.23	0.13	0.00	0.01	0.21
CALIFORNIA STATE UNIV/SAN BERNARDINO	3.53	0.33	1.27	0.06	1.64		0.24		
CALIFORNIA STATE UNIV/SAN MARCOS	3.67	1.55	0.28		1.41	0.42			
CAMPBELL UNIV	1.64	0.17	0.65	0.03	0.73		0.04	0.03	
CANTERBURY SCHOOL	1.40	1.02	0.38						
CARLETON UNIV	1.80	0.29	0.07	0.07	1.22	0.15			
CASPER COMMUNITY COLLEGE	1.65	0.15	0.95	0.07	0.48			0.00	
CATLIN GABEL SCHOOL	2.45	0.21	1.30	0.03	0.35				0.55
CITADEL, THE	2.44	0.26	0.03	0.08	0.65	0.59			0.83
CLEMSON UNIV	2.77	0.38	0.83	0.07	1.36	0.12		0.01	
COLLEGE OF SOUTHERN MARYLAND	2.39	0.35	1.16	0.05	0.82				
COLLEGE OF WILLIAM AND MARY	1.63	0.22	0.71	0.01	0.54	0.08	0.02	0.04	

In-house Labor Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
COLORADO COLLEGE	1.63	0.27	0.01	0.11	0.70	0.14	0.03		0.36
COLORADO MOUNTAIN COLLEGE	1.87	0.45	0.66	0.02	0.75				
COLORADO STATE UNIV	1.97	0.33	0.73	0.01	0.59	0.12		0.02	0.16
COLUMBIA COLLEGE	1.92	0.36	0.75	0.08	0.62		0.12		
COLUMBUS PUBLIC SCHOOLS	2.89	0.09	2.25	0.01	0.53	0.01	0.00		
CONNECTICUT COLLEGE	3.50	0.30	1.80	0.04	0.95	0.23		0.05	0.12
CORNELL UNIV	2.28	0.15	0.79	0.09	0.56	0.37	0.31	0.01	
DALLAS THEOLOGICAL SEMINARY	2.11	0.40	0.81	0.05	0.86				
DARLINGTON SCHOOL	2.31	0.37	0.78	0.05	0.94			0.03	0.13
DEAN COLLEGE	1.21	0.94	0.08	0.01	0.19				
DENISON UNIV	2.21	0.20	1.24	0.02	0.50	0.20		0.03	
DREXEL UNIV	3.75	0.76	0.87	0.36	1.31	0.03			0.43
EAST TENNESSEE STATE UNIV	1.73	0.29	0.76	0.02	0.52	0.10	0.04	0.01	
EASTERN ILLINOIS UNIV	2.67	0.11	0.84	0.02	1.50	0.13			0.07
EASTERN NEW MEXICO UNIV	1.12	0.15	0.40	0.06	0.51				
EMBRY-RIDDLE AERONAUTICAL UNIV	1.26	0.26	0.00	0.06	0.93				0.01
EMPORIA STATE UNIV	1.96	0.23	0.63	0.03	0.81	0.14	0.01		0.12
FLORIDA A&M UNIV	2.19	0.48	0.74	0.03	0.57	0.32			0.06
FROSTBURG STATE UNIV	3.37	0.30	1.60	0.06	0.91	0.42		0.05	0.03
GEORGETOWN COLLEGE	1.48	0.12	0.78	0.05	0.54				
GEORGIA INSTITUTE OF TECHNOLOGY	2.46	0.58	0.80	0.09	0.65	0.18	0.15		
GEORGIA SOUTHERN UNIV	2.56	0.47	1.29	0.05	0.74				
GEORGIA STATE UNIV	2.50	0.43	0.80	0.17	1.02	0.00	0.09		
GRACELAND UNIV	1.84	0.27	0.84	0.02	0.71				
GRINNELL COLLEGE	2.41	0.41	1.30	0.06	0.63		0.00	0.01	
HAMILTON COLLEGE	2.82	0.47	0.85	0.01	0.55			0.05	0.89
HAMLINE COLLEGE	1.07	0.42	0.00	0.09	0.26	0.26			0.03
HARRISBURG AREA COMMUNITY COLLEGE	2.12	0.22	1.19	0.03	0.59	0.06		0.04	
HAVERFORD COLLEGE	2.77	0.32	1.26	0.06	1.13				
HEBREW UNION COLLEGE	3.31	0.60	0.31	0.27	1.60	0.27		0.27	
HENNEPIN TECHNICAL COLLEGE	1.50	0.12	0.67	0.01	0.70				
HOUSTON INDEPENDENT SCHOOL DISTRIC	1.04			0.03	1.00	0.01			
HUNTINGTON COLLEGE	0.41	0.39	0.03						
IDAHO STATE UNIV	1.03	0.11	0.70	0.03	0.67				0.12
INDIANA UNIV	2.09	0.19	0.96	0.06	0.72	0.16		0.02	
INDIANA UNIV- PURDUE UNIV/INDIANAPOLIS	2.77	0.19	1.49	0.06	0.78	0.18		0.00	0.06

In-house Labor Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
IOWA STATE UNIV	2.26	0.76	0.61	0.03	0.45	0.38		0.03	
JAMES MADISON UNIV	2.17	0.36	0.90	0.06	0.72	0.08		0.05	
JOHN BROWN UNIV	1.81	0.44	0.64	0.02	0.36	0.22		0.01	0.13
JOHNS HOPKINS UNIV	2.52	0.34	1.09	0.09	0.81	0.17		0.02	
JOHNSON C SMITH UNIV	1.81	0.20	1.19	0.04	0.38				
JOHNSON COUNTY COMMUNITY COLLEGE	3.27	0.37	1.60	0.03	1.27				
KANSAS STATE UNIV	2.17	0.33	0.77	0.06	0.82	0.15		0.01	0.02
LAKELAND COMMUNITY COLLEGE	2.79	0.35	1.64	0.01	0.76		0.00	0.03	
LE MOYNE COLLEGE	1.29	0.24	0.05	0.02	0.97			0.02	
LEWIS AND CLARK COLLEGE	1.44	0.56	0.00	0.09	0.75		0.04		
LINFIELD COLLEGE	1.72	0.21	0.69	0.07	0.75				
LONGWOOD COLLEGE	1.68	0.22	0.38	0.12	0.71	0.25			
LOUDOUN COUNTY PUBLIC SCHOOLS	2.07	0.10	1.46	0.00	0.46		0.00	0.02	0.03
LOYOLA COLLEGE/MARYLAND	1.33	0.20	0.61	0.04	0.45			0.02	
MARQUETTE UNIV	1.82	0.13	0.79	0.15	0.66				0.09
MEMORIAL UNIV OF NEWFOUNDLAND	1.81	0.21	0.56	0.06	0.26	0.17	0.04		0.50
MERRIMACK COLLEGE	0.86			0.09	0.74			0.03	
MESA STATE COLLEGE	1.89	0.25	0.77	0.06	0.78	0.01			
MIAMI UNIV	2.71	0.49	1.13	0.03	0.89	0.13	0.01	0.02	
MICHIGAN STATE UNIV	1.53	0.07	0.73	0.02	0.51	0.16		0.03	
MICHIGAN TECHNOLOGICAL UNIV	1.91	0.17	0.85	0.06	0.44	0.17			0.23
MIDDLESEX COUNTY COLLEGE	4.38	0.15	1.41	0.05	1.51				1.27
MILLSAPS COLLEGE	1.15	0.12	0.57	0.04	0.42				
MORAVIAN COLLEGE	1.76	0.23	0.94	0.06	0.35	0.06	0.01		0.11
MUSKINGUM COLLEGE	0.97	0.14	0.37	0.01	0.45				
NATIONAL LOUIS UNIV	2.42	0.42	1.26		0.73				
NEW MEXICO STATE UNIV	2.35	0.83	0.80	0.02	0.47	0.10			0.12
NORMANDALE COMMUNITY COLLEGE	1.57	0.33	0.38	0.08	0.77		0.01		
NORTH CAROLINA STATE UNIV	2.25	0.40	0.89	0.04	0.52	0.10		0.04	0.26
NORTH DAKOTA STATE UNIV	1.58	0.10	0.97	0.03	0.31	0.12	0.01	0.01	0.03
NORTHEASTERN ILLINOIS UNIV	3.76	0.24	1.50	0.11	0.74	1.17			
NORTHEASTERN UNIV	4.48	0.64	0.77	0.08	0.77	0.02		0.00	2.21
NORWICH UNIV	1.33	0.15	0.65	0.01	0.39	0.11			0.02
OHIO UNIV	3.01		1.67	0.04	1.02	0.20	0.05	0.02	
OHIO WESLEYAN UNIV	1.28		0.68	0.02	0.52			0.04	0.02
OREGON STATE UNIV	0.86	0.15	0.10	0.04	0.42	0.10	0.05		

In-house Labor Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
PENNSYLVANIA STATE UNIV/PARK	2.46	0.43	0.72	0.05	1.00	0.23	0.01	0.01	
PHILLIPS EXETER ACADEMY	3.02	0.44	1.12	0.01	1.11	0.22	0.05	0.06	
PHOENIX COLLEGE	2.41	0.35	1.44	0.13	0.49				
PIMA COUNTY COMMUNITY COLLEGE	3.64	0.65	0.30	0.02	1.74	0.26	0.09		0.58
PITTSBURG STATE UNIV	2.34	0.15	0.75	0.05	1.19	0.20			
PORTLAND STATE UNIV	1.18	0.29	0.00	0.08	0.52	0.01	0.09		0.18
PUNAHOU SCHOOL	3.91	0.43	1.18	0.12	0.76				1.42
PURDUE UNIV	3.08	0.80	0.81	0.04	0.27	0.24	0.39	0.02	0.51
QUEEN'S UNIV	2.01	0.29	0.98	0.07	0.50	0.16		0.01	
RADFORD UNIV	1.86	0.16	0.77	0.04	0.68	0.11	0.03	0.03	0.05
RARITAN VALLEY COMMUNITY COLLEGE	1.39	0.38	0.08	0.01	0.85	0.07			
REED COLLEGE	1.80	0.13	1.15	0.03	0.47	0.03			
REND LAKE COLLEGE	2.31	0.33	1.08	0.01	0.89				
RHODES COLLEGE	1.73	0.14	0.86	0.04	0.69				
RICE UNIV	2.93	0.70	0.66	0.05	1.21	0.29		0.02	
ROCHESTER INSTITUTE OF TECHNOLOGY	1.31	0.13	0.65	0.02	0.36	0.03	0.02		0.10
ROCKWELL CITY/LYTTON COMMUNITY SCH(	3.26	0.61	0.61	0.04	0.61		0.16	0.61	0.61
ROCKY MOUNTAIN COLLEGE	0.86	0.18	0.46	0.03	0.20				
RUTGERS THE STATE UNIV OF NEW JERSEY	2.64	0.44	1.00	0.03	0.93	0.22			0.02
SAINT JOSEPH'S COLLEGE	2.32	0.25	1.03	0.02	0.71	0.30			
SAINT JOSEPH'S UNIV/PHILADELPHIA	0.10			0.10					
SAINT MARY'S COLLEGE/NOTRE DAME	1.58	0.10	0.95	0.08	0.45				
SANTA CLARA UNIV	2.57	0.65	0.60	0.20	0.92			0.08	0.12
SANTA CLARITA COMMUNITY COLLEGE	3.64	0.90	1.19	0.07	0.58				0.89
SAUK VALLEY COMMUNITY COLLEGE	2.09	0.36	0.57	0.02	0.55			0.07	0.52
SCHOOL OF THE ART INSTITUTE/CHICAGO	2.24	0.59	0.66		0.99				
SCHOOLCRAFT COLLEGE	3.90	0.61	2.07	0.08	1.14				
SHAWNEE STATE UNIV	1.72	0.35	0.94	0.04	0.39				
SIENA HEIGHTS UNIV	1.29	0.68	0.43	0.01	0.16				
SINCLAIR COMMUNITY COLLEGE	1.81	0.14	0.93	0.10	0.51	0.04	0.04	0.02	0.03
SOUTH DAKOTA STATE UNIV	1.52	0.15	0.80	0.04	0.31	0.04		0.02	0.16
SOUTHERN ILLINOIS UNIV/CARBONDALE	1.83	0.12	1.03	0.02	0.35	0.31		0.01	
SOUTHERN ILLINOIS UNIV/EDWARDSVILLE	1.92	0.17	0.66	0.04	0.47	0.58			
SOUTHERN OREGON UNIV	3.54	0.68	1.51	0.19	0.74	0.25		0.18	
SOUTHWEST MISSOURI STATE UNIV	1.86	0.14	1.13	0.06	0.48	0.05			
STANFORD UNIV	1.59	0.35	0.01	0.02	0.93	0.28		0.01	

In-house Labor Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
STATE UNIV NEW YORK/BROCKPORT	1.80	0.19	0.82	0.03	0.56	0.19	0.01		
STATE UNIV OF NEW YORK/BUFFALO	3.23	0.43	1.34	0.03	0.91	0.21	0.17	0.02	0.11
STATE UNIV OF NEW YORK/PURCHASE COL	1.67	0.17	0.72	0.01	0.41	0.29	0.02	0.01	0.04
STATE UNIV OF NEW YORK/STONY BROOK	1.83	0.36	0.64	0.02	0.36	0.32	0.12	0.02	
STATE UNIV OF WEST GEORGIA	2.87	0.32	1.38	0.05	1.08		0.04		
STONEHILL COLLEGE	3.35	0.45	2.03	0.04	0.79			0.04	
TARLETON STATE UNIV	1.68	0.39	0.43	0.01	0.71	0.10		0.04	
TENNESSEE STATE UNIV	1.09	0.15	0.09	0.02	0.33	0.34	0.02	0.05	0.08
TEXAS A&M/CORPUS CHRISTI	2.15	0.28	1.10	0.03	0.42	0.20	0.08	0.04	
THE UNIV OF TEXAS/SAN ANTONIO	2.09	0.49	0.81	0.05	0.43	0.31			
THUNDERBIRD/GRAD SCH OF INT MGT	1.90	0.70	0.44	0.02	0.68			0.05	
TOWSON UNIV	1.42	0.47	0.00	0.03	0.72	0.12		0.00	0.07
TRINITY UNIV	0.82	0.20	0.03	0.14	0.41				0.05
UNIV OF AKRON	2.29	0.19	0.69	0.09	1.08	0.14		0.04	0.06
UNIV OF ALABAMA/TUSCALOOSA	1.58	0.19	0.52	0.03	0.78	0.05		0.01	
UNIV OF ALASKA/ANCHORAGE	2.01	0.16	0.51	0.13	1.04		0.04		0.13
UNIV OF ARKANSAS/FAYETTEVILLE	1.98	0.18	0.70	0.03	0.70	0.24	0.03	0.04	0.06
UNIV OF CALIFORNIA/BERKELEY	2.31	0.18	0.83	0.04	1.00	0.21		0.04	
UNIV OF CALIFORNIA/DAVIS	1.09	0.10	0.56	0.06	0.14	0.02		0.07	0.14
UNIV OF CALIFORNIA/LOS ANGELES	0.00								
UNIV OF CENTRAL ARKANSAS	1.86	0.27	0.83	0.03	0.52	0.10	0.00	0.03	0.09
UNIV OF CENTRAL OKLAHOMA	1.14	0.25	0.09	0.03	0.71		0.06		
UNIV OF COLORADO HEALTH SCIENCES CEI	2.25	0.11	0.64	0.03	0.89	0.26	0.27		0.05
UNIV OF DELEWARE	1.96	0.23	0.99	0.03	0.69			0.02	
UNIV OF GEORGIA	2.58	0.16	1.20	0.11	0.95	0.10		0.04	0.01
UNIV OF GUELPH	3.32	0.35	1.91	0.07	0.78	0.18		0.02	
UNIV OF HONG KONG	2.16	0.21	0.51	0.11	1.18				0.14
UNIV OF HOUSTON/CLEAR LAKE	2.81	0.53	0.85	0.01	1.05	0.05	0.12		0.19
UNIV OF IDAHO	2.21	0.23	0.88	0.07	0.75	0.22		0.05	
UNIV OF ILLINOIS/URBANA-CHAMPAIGN	2.04	0.23	0.89	0.04	0.64	0.21		0.03	
UNIV OF IOWA	2.38	0.35	0.92	0.04	0.69	0.35		0.03	
UNIV OF KENTUCKY	1.73	0.33	0.70	0.06	0.50	0.09		0.02	0.03
UNIV OF MANCHESTER INST SCI & TECH	1.41	0.27	0.24		0.54	0.02		0.01	0.33
UNIV OF MANITOBA	2.18	0.26	0.87	0.04	0.90	0.08		0.01	0.02
UNIV OF MARYLAND/BALTIMORE	3.33	0.69	1.38	0.06	1.11	0.03			0.07
UNIV OF MARYLAND/EASTERN SHORE	2.83	0.20	1.21	0.05	1.31		0.04	0.02	

In-house Labor Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
UNIV OF MEMPHIS	1.89	0.39	0.93	0.07	0.50				
UNIV OF MIAMI	0.65		0.00		0.62	0.04			
UNIV OF MICHIGAN/ANN ARBOR	2.82		1.29	0.06	1.31	0.16			
UNIV OF MINNESOTA/TWIN CITIES	1.91	0.38	1.19	0.04	0.21	0.03	0.01	0.05	
UNIV OF MISSOURI/COLUMBIA	1.94	0.10	0.77	0.07	0.68	0.31			
UNIV OF MISSOURI/ROLLA	2.17	0.18	0.80	0.04	0.60	0.56			
UNIV OF MISSOURI/ST LOUIS	2.05	0.30	1.02	0.03	0.64		0.05	0.03	
UNIV OF MONTANA	1.81	0.16	0.68	0.03	0.70	0.14			0.10
UNIV OF NEBRASKA/KEARNEY	1.79	0.08	0.88	0.05	0.52	0.21	0.02		0.02
UNIV OF NEVADA/LAS VEGAS	3.20	0.48	1.54	0.10	1.07				
UNIV OF NEVADA/RENO	3.13	0.49	1.25	0.07	0.82	0.48		0.01	
UNIV OF NEW MEXICO	1.91	0.14	0.83	0.12	0.48	0.32			0.02
UNIV OF NORTH CAROLINA/CHAPEL HILL	2.94	0.38	0.89	0.05	0.93	0.49	0.13		0.06
UNIV OF NORTH CAROLINA/GREENSBORO	2.42	0.15	0.70	0.07	1.00	0.47		0.03	
UNIV OF NORTH CAROLINA/WILMINGTON	2.37	0.46	1.17	0.04	0.70				
UNIV OF NORTH DAKOTA	1.82	0.21	0.69	0.03	0.74	0.12		0.01	0.03
UNIV OF NORTH TEXAS	2.00	0.18	0.67	0.05	0.72		0.10	0.01	0.27
UNIV OF NORTH TEXAS HEALTH SCIENCE CI	2.61	0.45	1.11	0.04	0.58	0.43			
UNIV OF NORTHERN COLORADO	1.72	0.28	0.76	0.05	0.50	0.12			
UNIV OF NORTHERN IOWA	2.24	0.11	0.87	0.02	0.61	0.49	0.03	0.01	0.11
UNIV OF NOTRE DAME	2.50	0.13	1.25	0.04	0.73	0.35		0.00	
UNIV OF PITTSBURGH	1.95	0.26	1.17	0.14	0.30	0.02		0.01	0.05
UNIV OF RHODE ISLAND	3.47	0.46	1.62	0.03	1.32	0.04			
UNIV OF RICHMOND	2.51	0.44	0.98	0.04	0.82	0.22		0.02	
UNIV OF ROCHESTER	2.63	0.28	1.19	0.05	0.90	0.17	0.03		
UNIV OF SAINT THOMAS	2.09	0.12	1.26	0.08	0.51	0.07	0.03	0.02	
UNIV OF SOUTH CAROLINA/SPARTANBURG	2.16	0.37	0.96	0.01	0.81				
UNIV OF SOUTHERN CALIFORNIA	1.45	0.42	0.17	0.20	0.63	0.03			
UNIV OF SOUTHERN MAINE	1.94	0.29	1.01	0.05	0.50	0.04		0.05	
UNIV OF TENNESSEE	1.75	0.09	0.27	0.08	1.20	0.10	0.01		
UNIV OF TENNESSEE/CHATTANOOGA	1.15	0.15	0.47	0.04	0.40	0.10			
UNIV OF TEXAS MEDICAL BRANCH	2.09	0.45		0.10	0.93	0.12			0.49
UNIV OF TEXAS/AUSTIN	2.62	0.55	0.71	0.06	0.66	0.46	0.09	0.01	0.07
UNIV OF TEXAS/PERMIAN BASIN	0.95	0.37	0.00	0.01	0.37	0.20			
UNIV OF TULSA	1.70	0.45	0.00		1.14				0.10
UNIV OF UTAH	2.47	0.31	0.58	0.05	1.10	0.42		0.01	

In-house Labor Cost per GSF by Institution

Institution	Total Costs	Admin Costs	Cust Costs	Grnds Costs	Maint Costs	Utility Costs	Environ Costs	Waste Costs	Other Costs
UNIV OF VERMONT	2.50	0.30	1.04	0.10	0.86	0.15		0.03	
UNIV OF VICTORIA	2.67	0.28	1.26	0.04	0.74	0.15		0.07	0.14
UNIV OF VIRGINIA	3.08	0.75	1.00	0.05	1.03	0.21		0.04	
UNIV OF WASHINGTON	2.46	0.19	0.99	0.09	0.96	0.13		0.01	0.08
UNIV OF WASHINGTON HOSPITAL	2.50				2.50				
UNIV OF WESTERN ONTARIO	2.02	0.31	0.94	0.04	0.61	0.12	0.01		
UNIV OF WINDSOR	3.20	0.30	1.67	0.09	0.67	0.47			
UNIV OF WISCONSIN/LA CROSSE	2.09	0.19	1.13	0.06	0.57	0.12		0.02	
UNIV OF WISCONSIN/MADISON	2.45	0.34	0.83		0.74	0.18	0.09	0.05	0.23
UNIV OF WYOMING	1.41	0.15	0.71	0.02	0.43	0.09			
UPPER MORELAND SCHOOL DISTRICT	2.19	0.53	1.16	0.03	0.47				
VALPARAISO UNIV	0.82	0.23		0.04	0.53		0.01		
VIRGINIA INSTITUTE OF MARINE SCIENCE	3.92	0.67	0.90	0.06	1.87		0.42		
VIRGINIA POLYTECHNIC INSTITUTE & STATE	2.20	0.12	0.70	0.01	1.03	0.23	0.04	0.04	0.03
WASHINGTON STATE UNIV	1.45	0.17	0.41	0.02	0.66	0.14		0.05	
WAYNE STATE UNIV	2.63	0.18	1.09	0.08	1.18	0.05		0.05	
WEST LIBERTY STATE COLLEGE	1.62	0.08	1.08	0.02	0.44				
WEST VIRGINIA UNIV	2.34	0.42	0.79	0.06	0.99	0.06		0.03	
WESTERN CAROLINA UNIV	2.18	0.30	1.19	0.03	0.50	0.12		0.03	
WESTERN ILLINOIS UNIV	2.31	0.45	1.04	0.02	0.67	0.12	0.01		
WESTERN KENTUCKY UNIV	1.23	0.07	0.53	0.04	0.59				
WHEATON COLLEGE	2.95	0.22	1.26	0.05	1.12				0.29
WHITMAN COLLEGE	1.87	0.19	0.92	0.07	0.67				0.02
WICHITA STATE UNIV	2.33	0.20	0.96	0.00	0.96	0.13	0.07	0.01	
WILLAMETTE UNIV	2.16	0.15	1.13	0.11	0.59	0.07		0.03	0.08
WILLIAM JEWELL COLLEGE	1.93	0.36	0.87	0.03	0.66			0.01	
WILLIAMS COLLEGE	2.94	0.65	1.15	0.03	0.76	0.16		0.02	0.17
WITTENBERG UNIV	0.49	0.11	0.00	0.05	0.33				
WORCESTER POLYTECH INSTITUTE	2.63	0.24	1.17	0.13	0.77	0.24	0.08		
XAVIER UNIV/CINCINNATI	1.48	0.34	0.51	0.07	0.56				
YAVAPAI COLLEGE	2.84	0.82	1.01	0.01	0.77	0.03	0.09	0.01	0.09
YORK UNIV	2.98	0.36	1.40	0.04	0.83	0.20		0.09	0.05

In-house Labor Cost per Student FTE by Funding & Carnegie

Carnegie Classification		Total Costs	Admin Costs	Cust Costs	Energy Costs	Maint Costs	Other Costs	Grnds Costs	Environ Costs	Waste Costs
PRIVATE INSTITUTIONS										
Associate of Arts	1	921.82	681.82	45.45	0.00	136.36	0.00	29.09	0.00	0.00
Baccalaureate	33	1,157.60	136.61	413.40	25.99	313.24	29.75	114.92	2.57	6.19
Doctoral	6	592.66	84.97	196.62	11.53	187.88	18.27	44.34	3.82	0.89
K-12	5	1,638.04	265.25	442.37	43.73	368.91	194.80	149.65	10.71	12.97
Master's	14	613.81	86.74	147.05	11.06	190.45	15.12	78.32	2.73	4.02
Research	13	1,175.72	137.35	366.79	97.39	357.58	16.52	88.28	21.32	2.21
Specialized	4	893.18	203.46	188.16	11.69	334.82	0.00	69.15	0.00	16.75
All Types	76	998.97	228.03	257.12	28.77	269.89	39.21	81.97	5.88	6.15
PUBLIC INSTITUTIONS										
Associate of Arts	23	266.18	31.92	82.92	3.02	77.12	22.78	22.89	1.28	1.36
Baccalaureate	6	171.57	20.69	65.73	10.52	47.69	1.30	12.01	1.12	0.49
Doctoral	22	652.04	86.77	242.14	34.51	179.94	12.09	42.59	4.68	6.71
K-12	6	216.63	5.53	81.55	0.96	100.97	0.62	13.08	0.26	0.58
Master's	51	509.38	60.26	153.61	31.58	153.37	9.87	47.95	2.57	2.22
Research	56	724.54	98.18	210.20	68.25	203.07	18.52	54.12	11.95	6.13
Specialized	8	927.23	113.04	232.30	84.32	326.47	52.60	48.51	15.69	5.79
All Types	172	495.37	59.48	152.64	33.31	155.52	16.83	34.45	5.37	3.32

Total Cost of Utilities per GSF by Funding Source & Carnegie

Carnegie Classification	Private	Public	Total
Associate of Arts	0.63	1.62	1.57
Baccalaureate	2.02	1.08	1.87
Doctoral	1.34	1.86	1.79
K-12	0.86	1.07	1.05
Master's	1.41	1.22	1.25
Research	1.61	1.41	1.44
Specialized	1.76	1.58	1.59
Total by Funding Source	1.63	1.41	1.45

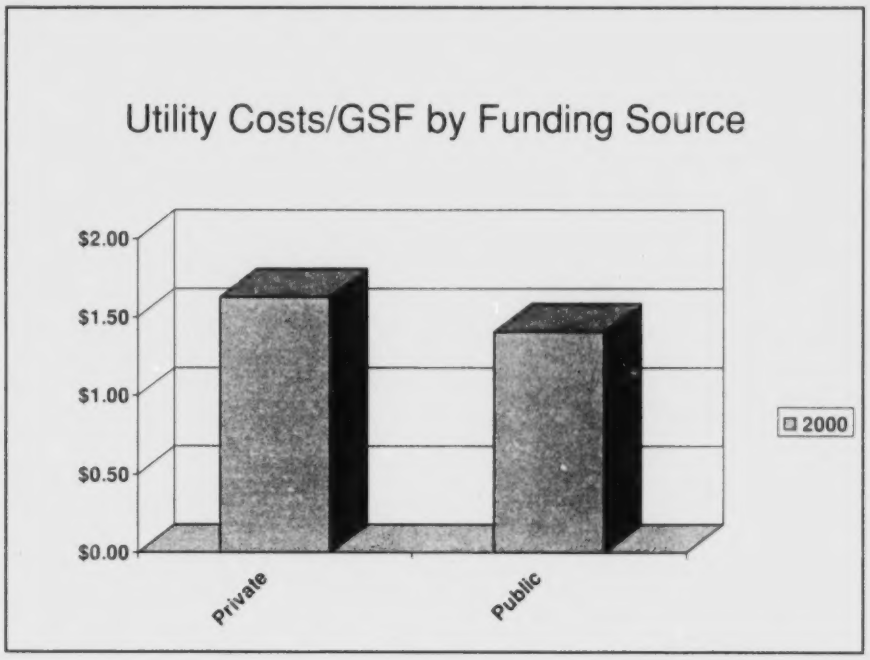
Total Cost of Utilities per GSF by Region & Carnegie

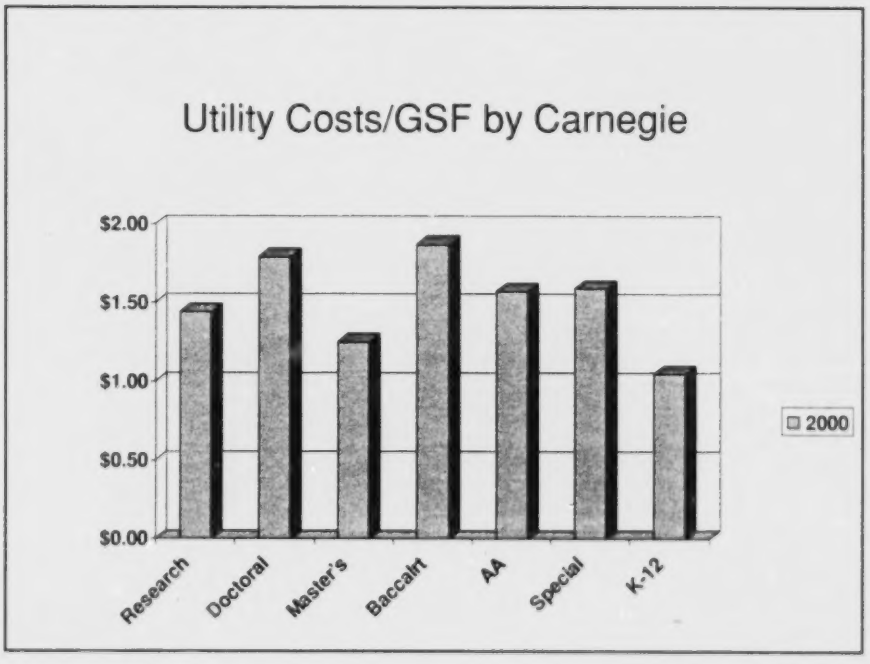
Carnegie Classification	CAPPA	ERAPPA	Inter-nationa	MAPPA	PCAPPA	RMA	SRAPPA	Total
Associate of Arts	1.51	1.87		1.47	1.58	1.49		1.57
Baccalaureate	1.17	1.67		0.97	1.00	0.97	5.82	1.87
Doctoral	1.09	1.81		2.36	1.96	0.77	1.48	1.79
K-12	1.07	0.82		0.99	1.10	0.71	1.23	1.05
Master's	1.11	1.32		1.07	1.34		1.32	1.25
Research	1.09	1.75	1.73	1.11	1.64	1.37	1.45	1.44
Specialized	1.87			1.47		1.56	2.28	1.59
Total by Region	1.15	1.67	1.73	1.31	1.55	1.33	1.56	1.45

Total Cost Utilities per GSF by Student Enrollment & Carnegie

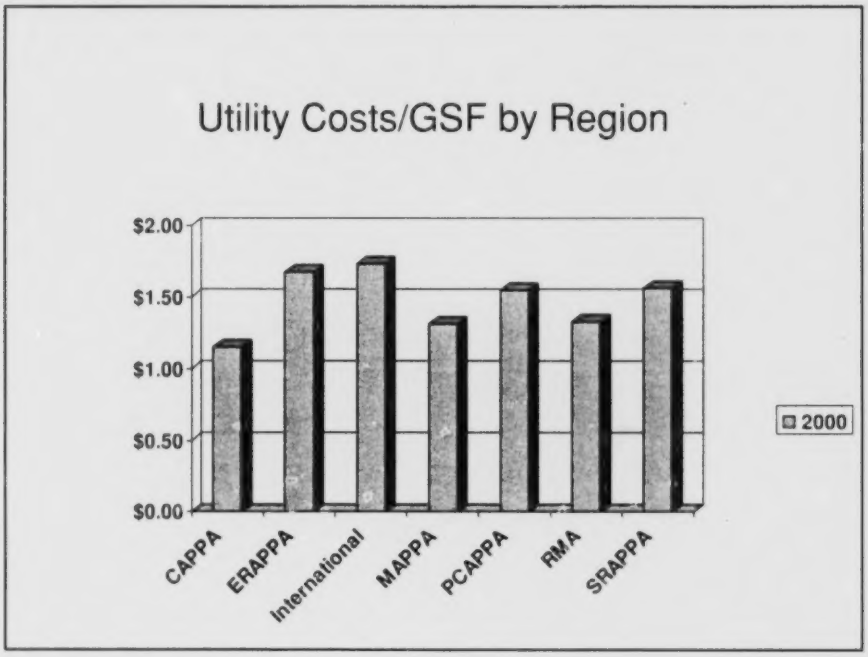
Carnegie Classification	0 - 999	1,000 - 1,999	2,000 - 2,999	3,000 - 4,999	5,000 - 11,999	12,000 - 19,999	20,000 +	Total
Associate of Arts		0.93	1.18	1.77	1.80	1.66	1.45	1.57
Baccalaureate	0.98	2.41	1.27	1.25	1.15		0.94	1.87
Doctoral				1.39	1.35	1.92	2.99	1.79
K-12	0.86	0.64		1.26	0.71		1.07	1.05
Master's		0.97	1.29	1.05	1.31	1.23	1.20	1.25
Research		2.84		1.91	1.26	1.30	1.47	1.44
Specialized	2.14	1.65	1.85	1.39			1.43	1.59
Total by Student Enrollment	1.29	2.20	1.47	1.50	1.33	1.35	1.47	1.45

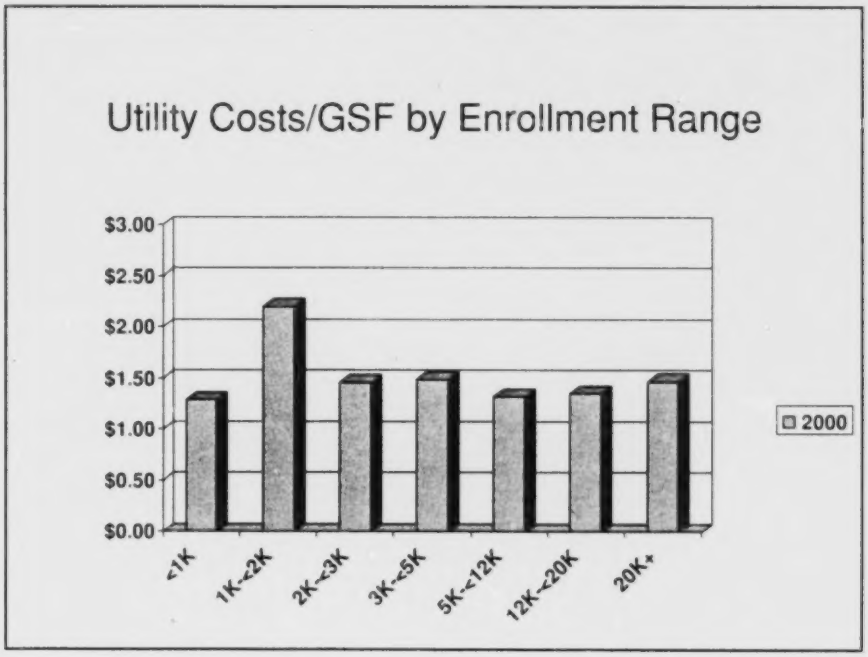
Total Cost Utilities per GSF





Total Cost Utilities per GSF





Total Cost of Utilities per Student FTE by Funding & Carnegie

Carnegie Classification	Private	Public	Total
Associate of Arts	454.55	146.40	148.17
Baccalaureate	1,021.08	104.66	566.53
Doctoral	314.97	476.01	453.06
K-12	421.85	134.08	140.27
Master's	439.04	264.47	284.06
Research	770.63	513.34	541.06
Specialized	324.13	745.17	714.47
Total by Funding Source	674.72	388.53	420.40

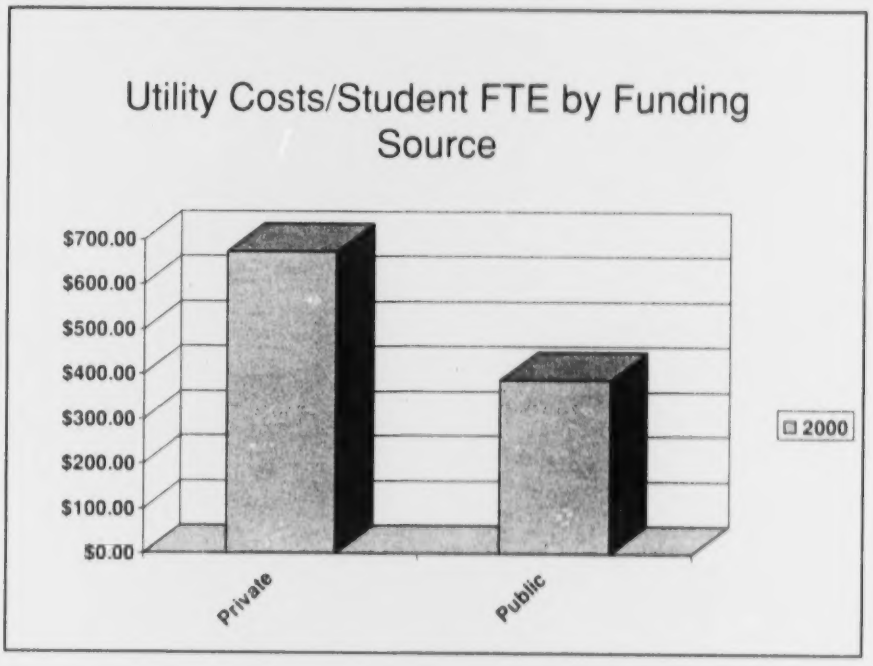
Total Cost of Utilities per Student FTE by Region & Carnegie

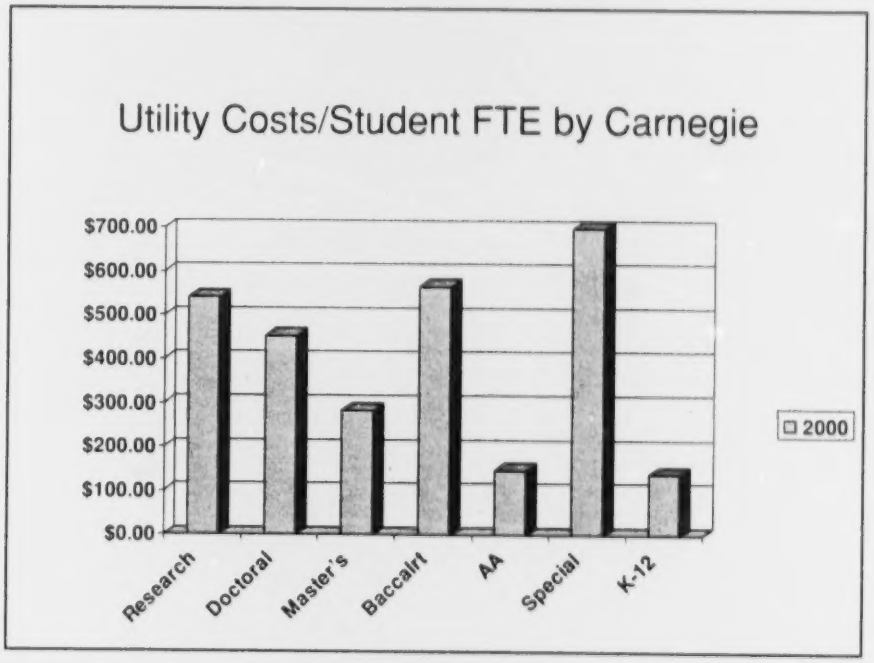
Carnegie Classification	CAPPA	ERAPPA	Inter-nationa	MAPPA	PCAPPA	RMA	SRAPPA	Total
Associate of Arts	110.18	239.76		137.97	147.18	144.38		148.17
Baccalaureate	258.16	965.93		481.87	494.81	62.48	2,143.51	566.53
Doctoral	340.90	659.64		567.09	174.14	153.93	346.37	453.06
K-12	123.81	396.48		155.98	244.35	104.78	165.73	140.27
Master's	238.41	323.55		306.68	199.91	0.00	380.86	284.06
Research	370.10	679.03	668.56	488.54	595.05	446.42	507.25	541.06
Specialized	3,326.54			629.00		376.19	5,114.28	714.47
Total by Region	252.64	584.31	668.56	441.05	406.37	287.10	484.54	420.40

Total Cost Utilities per Student FTE by Enrollment & Carnegie

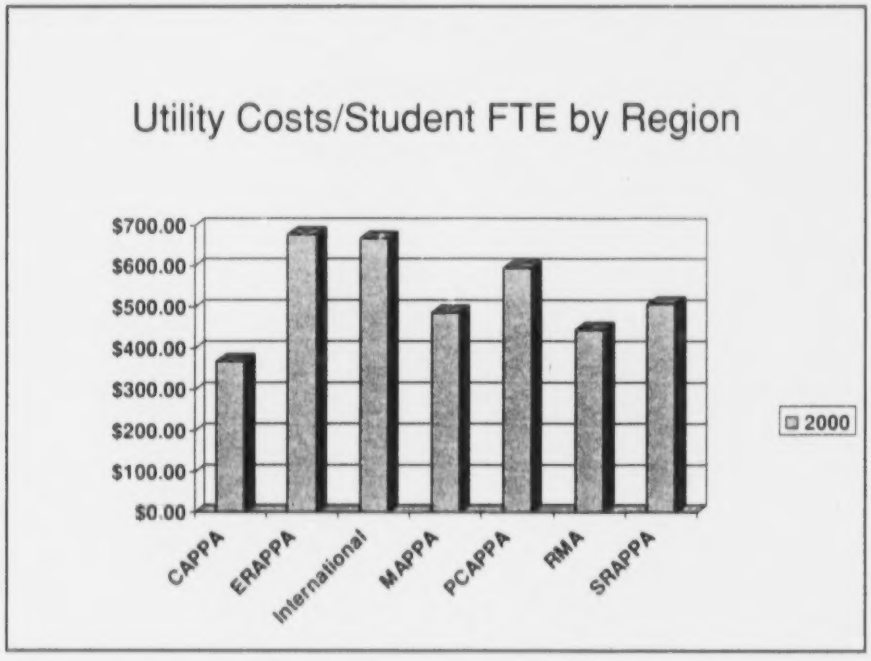
Carnegie Classification	0 - 999	1,000 - 1,999	2,000 - 2,999	3,000 - 4,999	5,000 - 11,999	12,000 - 19,999	20,000 +	Total
Associate of Arts		358.81	210.88	221.20	155.09	143.59	97.87	148.17
Baccalaureate	575.45	1,547.38	481.63	408.32	76.99		17.89	566.53
Doctoral				557.97	384.32	315.23	86.88	453.06
K-12	432.03	842.16		221.62	104.78		33.90	140.27
Master's		450.73	561.54	364.24	314.80	262.69	34.47	284.06
Research		4,937.32		,574.52	632.94	522.29	09.49	541.06
Specialized	2149.38	444.80	685.75	321.67			83.23	714.47
Total by Student Enrollment	815.02	1,422.07	25.10	615.41	350.76	385.66	06.62	420.40

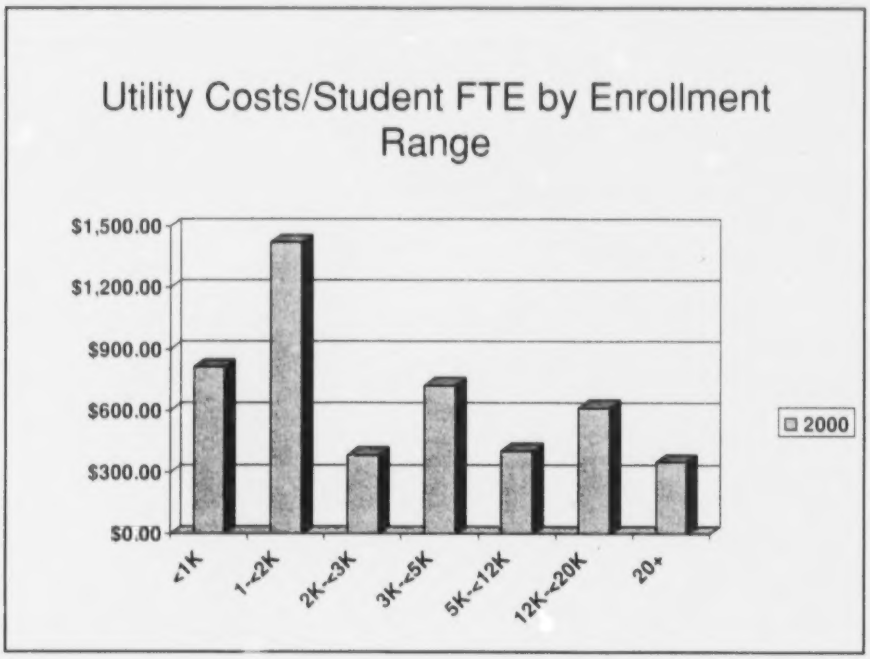
Total Cost Utilities per Student FTE





Total Cost Utilities per Student FTE





Percent Operating Costs Contracted by Institution

Institution	Admin %	Cust %	Grnds %	Maint %	Utility %	Environ %	Waste %	Other %
AIMS COMMUNITY COLLEGE	0.00	0.94	0.20	0.06		0.00		
ALAMO COMMUNITY COLLEGE DIST	0.00	0.01	0.02	0.01	0.00	0.00		
ALBUQUERQUE TECHNICAL VOCATI	0.09	0.01	0.06	0.15	0.00	0.00		0.14
AMERICAN UNIV OF BEIRUT	0.07	0.14	0.24	0.08	0.07	0.00	0.08	
APPALACHIAN STATE UNIV	0.09	0.00	0.00	0.03	0.04	0.00	0.00	
ARIZONA STATE UNIV	0.03	0.01	0.08	0.06	0.02	0.00	0.75	1.00
ARIZONA WESTERN COLLEGE	0.01	0.05	0.02	0.32	0.11	0.00		
ARKANSAS STATE UNIV	0.08	0.00	0.06	0.04	0.00	0.00		
ATLANTIC CAPE COMMUNITY COLL	0.00	0.01	0.05	0.00	0.53	0.00		
AURARIA HIGHER ED CENTER	0.00	0.00	0.04	0.05	0.00	0.00		
BIRMINGHAM-SOUTHERN COLLEGE	0.35				0.00	0.00		
BLACK HILLS STATE UNIV	0.00	0.00	0.00	0.00	0.00	0.00		
BOISE STATE UNIV	0.04	0.03	0.13	0.23	0.00	0.00		0.31
BOSTON UNIV	0.05	0.06	0.15	0.19	0.92	0.00		
BOWLING GREEN STATE UNIV	0.00	0.00	0.00	0.06	0.00	0.00	0.00	0.00
BOZEMAN SCHOOL DISTRICT	0.27	0.23	0.13		0.00	0.00		
BRITISH COLUMBIA INSTITUTE OF T	0.00	0.87		0.26	0.00	0.00	0.46	0.15
BROWN UNIV	0.30	0.07	0.12	0.13	0.00	0.00		0.10
BRYN MAWR COLLEGE	0.00	0.01	0.09	0.22	0.00	0.00		
CALIFORNIA INSTITUTE OF TECHNO	0.00	0.00	0.00	0.04	0.07	0.00		0.11
CALIFORNIA LUTHERAN UNIV	0.21		0.03	0.11	0.00	0.00		
CALIFORNIA STATE UNIV/FRESNO	0.00	0.07	0.03	0.00	0.00	0.00		
CALIFORNIA STATE UNIV/LONG BEA	0.00	0.29	0.01	0.03	0.00	0.00		
CALIFORNIA STATE UNIV/NORTHRI	0.11	0.00	0.01	0.01	0.16	0.00		0.23
CALIFORNIA STATE UNIV/SACRAME	0.00	0.01	0.00	0.03	0.00	0.00	0.69	0.18
CALIFORNIA STATE UNIV/SAN BERN	0.20	0.00	0.06	0.06	0.00	0.00		
CALIFORNIA STATE UNIV/SAN MAR	0.11	0.67		0.14	0.29	0.00		
CAMPBELL UNIV	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CANTERBURY SCHOOL	0.03	0.00	0.00	0.00	0.00	0.00		
CARLETON UNIV	0.68	0.78	0.03	0.09	0.00	0.00		
CASPER COMMUNITY COLLEGE	0.00	0.00	0.01	0.10	0.00	0.00	0.95	
CATLIN GABEL SCHOOL	0.00	0.04	0.27	0.40	0.00	0.00		0.06
CITADEL, THE	0.38	0.88	0.04	0.01	0.16	0.00		0.27
CLEMSON UNIV	0.00	0.01	0.00	0.03	0.00	0.00	0.00	0.00
COLLEGE OF SOUTHERN MARYLAN	0.00	0.10	0.28	0.24	0.00	0.00		
COLLEGE OF WILLIAM AND MARY	0.00	0.01	0.10	0.31	0.22	0.00	0.41	
COLORADO COLLEGE	0.00	0.98	0.00	0.00	0.00	0.00		

Percent Operating Costs Contracted by Institution

Institution	Admin %	Cust %	Grnds %	Maint %	Utility %	Environ %	Waste %	Other %
COLORADO MOUNTAIN COLLEGE	0.14	0.00	0.00	0.03	0.00	0.00	0.00	0.00
COLORADO STATE UNIV	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.00
COLUMBIA COLLEGE	0.00	0.02	0.03	0.11	0.00	0.00		
COLUMBUS PUBLIC SCHOOLS	0.00	0.00	0.00	0.29	0.55	0.00		
CONNECTICUT COLLEGE	0.00	0.01	0.04	0.15	0.09	0.00	0.51	
CORNELL UNIV	0.00	0.00	0.06	0.00	0.08	0.00	0.75	
DALLAS THEOLOGICAL SEMINARY	0.02	0.02	0.19	0.17	0.00	0.00		
DARLINGTON SCHOOL	0.00	0.00	0.00	0.08		0.00	0.50	0.28
DEAN COLLEGE	0.29	0.79	0.80	0.22		0.00	0.00	0.00
DENISON UNIV	0.04	0.00	0.04	0.00	0.00	0.00	0.00	0.00
DREXEL UNIV	0.00	0.33	0.03	0.38		0.00		0.17
EAST TENNESSEE STATE UNIV	0.00	0.06	0.07	0.00	0.00	0.00	0.00	0.00
EASTERN ILLINOIS UNIV	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EASTERN NEW MEXICO UNIV	0.85	0.18	0.00	0.09	0.00	0.00	0.00	0.00
EMBRY-RIDDLE AERONAUTICAL UNI	0.00	0.95	0.12	0.09	0.00	0.00		0.69
EMPORIA STATE UNIV	0.00	0.00	0.00	0.00	0.00	0.00		
FLORIDA A&M UNIV	0.00	0.02	0.03	0.03	0.03	0.00	0.00	0.00
FROSTBURG STATE UNIV	0.00	0.00	0.01	0.06	0.11	0.00	0.26	
GEORGETOWN COLLEGE	0.00	0.04	0.03	0.03	0.00	0.00	0.00	0.00
GEORGIA INSTITUTE OF TECHNOLO	0.03	0.00	0.00	0.03	0.00	0.00		
GEORGIA SOUTHERN UNIV	0.04	0.01	0.00	0.05		0.00		
GEORGIA STATE UNIV	0.01	0.02	0.00	0.17	0.89	0.00		
GRACELAND UNIV	0.00	0.00	0.00	0.23	0.00	0.00		
GRINNELL COLLEGE	0.14	0.00	0.02	0.45	0.00	0.00	0.45	
HAMILTON COLLEGE	0.00	0.04	0.21	0.20	0.00	0.00		0.57
HAMLINE COLLEGE	0.00	0.93	0.00	0.25	0.00	0.00		
HARRISBURG AREA COMMUNITY C	0.41	0.00	0.25	0.06	0.00	0.00	0.46	
HAVERFORD COLLEGE	0.21	0.06	0.19	0.24		0.00		
HEBREW UNION COLLEGE	0.57	0.64	0.08	0.00	0.00	0.00	0.08	
HENNEPIN TECHNICAL COLLEGE	0.00	0.00		0.15	0.00	0.00	0.00	0.00
HOUSTON INDEPENDENT SCHOOL	0.00	0.00	0.03	0.20	0.06	0.00		
HUNTINGTON COLLEGE	0.60	0.82			0.00	0.00		
IDAHO STATE UNIV	0.00	0.01	0.16	0.15	0.00	0.00		0.17
INDIANA UNIV	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INDIANA UNIV- PURDUE UNIV/INDIA	0.09	0.00	0.07	0.17	0.31	0.00		
IOWA STATE UNIV	0.00	0.00	0.02	0.04	0.04	0.00	0.00	0.00
JAMES MADISON UNIV	0.00	0.00	0.03	0.18	0.00	0.00	0.16	

Percent Operating Costs Contracted by Institution

Institution	Admin %	Cust %	Grnds %	Maint %	Utility %	Environ %	Waste %	Other %
JOHN BROWN UNIV	0.00	0.04	0.00	0.23	0.00	0.00	0.00	0.00
JOHNS HOPKINS UNIV	0.04	0.04	0.10	0.31	0.27	0.00	0.76	
JOHNSON C SMITH UNIV	0.25	0.03	0.04	0.86	0.00	0.00		
JOHNSON COUNTY COMMUNITY CO	0.05	0.04	0.13	0.04	0.00	0.00		
KANSAS STATE UNIV	0.15	0.00	0.00	0.03	0.00	0.00	0.00	0.00
LAKELAND COMMUNITY COLLEGE	0.59	0.03	0.49	0.24	0.00	0.00	0.47	
LE MOYNE COLLEGE	0.14	0.92	0.00	0.45	0.00	0.00	0.73	
LEWIS AND CLARK COLLEGE	0.00		0.02	0.08	0.00	0.00		
LINFIELD COLLEGE	0.00	0.00	0.00	0.14	0.00	0.00		
LONGWOOD COLLEGE	0.00	0.52	0.01	0.13	0.09	0.00		
LOUDOUN COUNTY PUBLIC SCHOO	0.00	0.00	0.22	0.28	0.00	0.00	0.00	0.00
LOYOLA COLLEGE/MARYLAND	0.00	0.15	0.52	0.67	0.00	0.00	0.80	
MARQUETTE UNIV	0.00	0.01	0.03	0.23	0.00	0.00		0.15
MEMORIAL UNIV OF NEWFOUNDLA	0.00	0.02	0.15	0.06	0.07	0.00		0.05
MERRIMACK COLLEGE	0.30	0.97	0.05	0.07	0.00	0.00	0.07	
MESA STATE COLLEGE	0.03	0.01	0.00	0.02	0.00	0.00		
MIAMI UNIV	0.02	0.00	0.03	0.10	0.10	0.00	0.45	
MICHIGAN STATE UNIV	0.00	0.00	0.00	0.02	0.00	0.00	0.00	0.00
MICHIGAN TECHNOLOGICAL UNIV	0.00	0.00	0.00	0.06	0.01	0.00		
MIDDLESEX COUNTY COLLEGE	0.00	0.00	0.12	0.04	0.00	0.00		
MILLSAPS COLLEGE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MORAVIAN COLLEGE	0.04	0.01	0.27	0.21	0.45	0.00		
MUSKINGUM COLLEGE	0.08	0.15	0.13	0.03		0.00		
NATIONAL LOUIS UNIV	0.00	0.26		0.17	0.00	0.00		
NEW MEXICO STATE UNIV	0.02	0.00	0.55	0.01	0.11	0.00	0.00	0.00
NORMANDALE COMMUNITY COLLE	0.00	0.52	0.12	0.32		0.00		
NORTH CAROLINA STATE UNIV	0.00	0.08	0.09	0.23	0.01	0.00	0.10	0.01
NORTH DAKOTA STATE UNIV	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.00
NORTHEASTERN ILLINOIS UNIV	0.01	0.05	0.30	0.53	0.14	0.00		
NORTHEASTERN UNIV	0.24	0.62	0.32	0.62	0.77	0.00	0.87	0.36
NORWICH UNIV	0.00	0.00	0.05	0.03	0.03	0.00		
OHIO UNIV	0.18	0.01	0.10	0.03	0.14	0.00	0.47	
OHIO WESLEYAN UNIV	0.00	0.13	0.58	0.26	0.00	0.00		0.39
OREGON STATE UNIV	0.02	0.80	0.00	0.03	0.00	0.00	0.00	0.00
PENNSYLVANIA STATE UNIV/PARK	0.00	0.00	0.03	0.11	0.00	0.00	0.03	
PHILLIPS EXETER ACADEMY	0.09	0.06	0.13	0.09	0.02	0.00	0.34	
PHOENIX COLLEGE	0.00	0.01	0.06	0.08	0.00	0.00	0.00	0.00

Percent Operating Costs Contracted by Institution

Institution	Admin %	Cust %	Grnds %	Maint %	Utility %	Environ %	Waste %	Other %
PIMA COUNTY COMMUNITY COLLE	0.10	0.62	0.14	0.08	0.11	0.00	0.00	0.00
PITTSBURG STATE UNIV	0.00	0.00	0.01	0.03	0.00	0.00		
PORTLAND STATE UNIV	0.01	0.91	0.00	0.14	0.00	0.00		0.23
PUNAHOU SCHOOL	0.00	0.00	0.05	0.38	0.00	0.00	0.00	0.00
PURDUE UNIV	0.00	0.00	0.00	0.02	0.00	0.00	0.16	0.00
QUEEN'S UNIV	0.00	0.01	0.02	0.03	0.00	0.00	0.85	
RADFORD UNIV	0.01	0.03	0.12	0.22	0.00	0.00		
RARITAN VALLEY COMMUNITY COL	0.00	0.85	0.00	0.31	0.08	0.00		
REED COLLEGE	0.03	0.07	0.05	0.06	0.65	0.00		
REND LAKE COLLEGE	0.00	0.01	0.00	0.09	0.00	0.00		
RHODES COLLEGE	0.00	0.00	0.11	0.07	0.00	0.00		
RICE UNIV	0.01	0.00	0.28	0.25	0.07	0.00	0.46	
ROCHESTER INSTITUTE OF TECHN	0.00	0.00	0.00	0.08	0.19	0.00		
ROCKWELL CITY/LYTTON COMMUNI	0.13	0.13	0.13	0.13	0.00	0.00	0.04	0.03
ROCKY MOUNTAIN COLLEGE	0.00	0.00	0.00	0.24		0.00		
RUTGERS THE STATE UNIV OF NEW	0.06	0.06	0.22	0.23	0.46	0.00		
SAINT JOSEPH'S COLLEGE	0.02	0.00	0.00	0.23	0.00	0.00	0.00	0.00
SAINT JOSEPH'S UNIV/PHILADELPHI	0.00		0.02	0.43	0.18	0.00	0.88	
SAINT MARY'S COLLEGE/NOTRE DA	0.02	0.04	0.24	0.05		0.00		
SANTA CLARA UNIV	0.00	0.42	0.08	0.25	0.00	0.00	0.00	0.00
SANTA CLARITA COMMUNITY COLL	0.00	0.05	0.06	0.07	0.00	0.00		0.07
SAUK VALLEY COMMUNITY COLLEG	0.00	0.01	0.05	0.09	0.00	0.00	0.11	0.02
SCHOOL OF THE ART INSTITUTE/CH	0.00	0.05	0.00	0.00	0.00	0.00		
SCHOOLCRAFT COLLEGE	0.13	0.00	0.01	0.00	0.00	0.00		
SHAWNEE STATE UNIV	0.00	0.02	0.02	0.21	0.00	0.00		
SIENA HEIGHTS UNIV	0.08	0.09	0.05	0.06	0.00	0.00		
SINCLAIR COMMUNITY COLLEGE	0.01	0.15	0.10	0.07	0.97	0.00	0.50	0.03
SOUTH DAKOTA STATE UNIV	0.05	0.01	0.21	0.04	0.21	0.00	0.30	0.05
SOUTHERN ILLINOIS UNIV/CARBON	0.35	0.01	0.14	0.37	0.28	0.00		
SOUTHERN ILLINOIS UNIV/EDWARD	0.00	0.07	0.00	0.03	0.32	0.00		
SOUTHERN OREGON UNIV	0.01	0.02	0.00	0.01	0.03	0.00	0.12	
SOUTHWEST MISSOURI STATE UNI	0.00	0.03	0.06	0.16	0.44	0.00		
STANFORD UNIV	0.01	0.97	0.07	0.15	0.02	0.00	0.90	
STATE UNIV NEW YORK/BROCKPOR	0.05	0.00	0.00	0.05	0.00	0.00		0.27
STATE UNIV OF NEW YORK/BUFFAL	0.05	0.21	0.04	0.03	0.00	0.00	0.49	
STATE UNIV OF NEW YORK/PURCH	0.00	0.00	0.11	0.00	0.08	0.00	0.51	
STATE UNIV OF NEW YORK/STONY	0.00	0.12	0.34	0.08	0.00	0.00	0.55	

Percent Operating Costs Contracted by Institution

Institution	Admin %	Cust %	Grnds %	Maint %	Utility %	Environ %	Waste %	Other %
STATE UNIV OF WEST GEORGIA	0.00	0.00	0.00	0.12	0.00	0.00		
STONEHILL COLLEGE	0.00	0.00	0.02	0.03	0.00	0.00	0.65	
TARLETON STATE UNIV	0.07	0.00	0.00	0.00	0.14	0.00	0.25	
TENNESSEE STATE UNIV	0.11	0.77	0.06	0.09	0.00	0.00	0.26	
TEXAS A&M/CORPUS CHRISTI	0.01	0.01	0.01	0.08	0.14	0.00	0.50	
THE UNIV OF TEXAS/SAN ANTONIO	0.00	0.00	0.00	0.00	0.00	0.00		
THUNDERBIRD/GRAD SCH OF INT M	0.00	0.60	0.58	0.18	0.00	0.00	0.59	
TOWSON UNIV	0.00		0.30	0.34	0.00	0.00		
TRINITY UNIV	0.00	0.86	0.01	0.21	0.00	0.00		
UNIV OF AKRON	0.00	0.18	0.00	0.00	0.04	0.00	0.50	0.76
UNIV OF ALABAMA/TUSCALOOSA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF ALASKA/ANCHORAGE	0.06	0.60	0.03	0.09		0.00	0.00	0.00
UNIV OF ARKANSAS/FAYETTEVILLE	0.00	0.02	0.00	0.04	0.12	0.00	0.00	0.00
UNIV OF CALIFORNIA/BERKELEY	0.01	0.12	0.05	0.12	0.04	0.00	0.34	
UNIV OF CALIFORNIA/DAVIS	0.00	0.13	0.00	0.92	0.43	0.00	0.00	0.00
UNIV OF CALIFORNIA/LOS ANGELES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF CENTRAL ARKANSAS	0.00	0.01	0.05	0.12	0.50	0.00	0.33	0.22
UNIV OF CENTRAL OKLAHOMA	0.00	0.84	0.23	0.09	0.00	0.00		
UNIV OF COLORADO HEALTH SCIEN	0.00	0.13	0.00	0.00	0.56	0.00	0.00	0.00
UNIV OF DELEWARE	0.01	0.03	0.00	0.10	0.00	0.00	0.61	
UNIV OF GEORGIA	0.00	0.02	0.02	0.07	0.00	0.00	0.00	0.00
UNIV OF GUELPH	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF HONG KONG	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF HOUSTON/CLEAR LAKE	0.00	0.00	0.00	0.07		0.00		
UNIV OF IDAHO	0.00	0.00	0.00	0.03	0.00	0.00	0.36	
UNIV OF ILLINOIS/URBANA-CHAMPA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF IOWA	0.00	0.00	0.00	0.00	0.00	0.00	0.50	
UNIV OF KENTUCKY	0.01	0.00	0.05	0.06	0.53	0.00	0.10	0.05
UNIV OF MANCHESTER INST SCI &	0.55	0.68		0.28	0.00	0.00		0.09
UNIV OF MANITOBA	0.10	0.00	0.00	0.01	0.00	0.00	0.14	0.04
UNIV OF MARYLAND/BALTIMORE	0.09	0.11	0.73	0.10	0.19	0.00		
UNIV OF MARYLAND/EASTERN SHO	0.02	0.15	0.02	0.17	0.00	0.00	0.40	
UNIV OF MEMPHIS	0.00	0.00	0.00	0.04	0.00	0.00		
UNIV OF MIAMI	0.00			0.37	0.03	0.00		
UNIV OF MICHIGAN/ANN ARBOR	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF MINNESOTA/TWIN CITIES	0.00	0.00	0.04	0.30	0.00	0.00	0.00	0.00
UNIV OF MISSOURI/COLUMBIA	0.00	0.08	0.00	0.03	0.00	0.00		

Percent Operating Costs Contracted by Institution

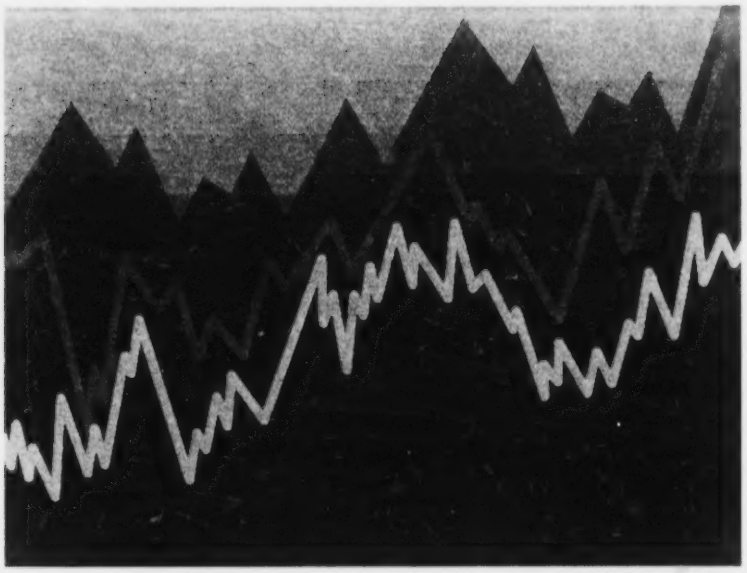
Institution	Admin %	Cust %	Grnds %	Maint %	Utility %	Environ %	Waste %	Other %
UNIV OF MISSOURI/ROLLA	0.00	0.00	0.01	0.05	0.01	0.00		
UNIV OF MISSOURI/ST LOUIS	0.40	0.06	0.08	0.07	0.00	0.00	0.59	
UNIV OF MONTANA	0.04	0.05	0.00	0.04	0.03	0.00		0.23
UNIV OF NEBRASKA/KEARNEY	0.00	0.01	0.18	0.10	0.03	0.00		
UNIV OF NEVADA/LAS VEGAS	0.00	0.01	0.01	0.05	0.00	0.00		
UNIV OF NEVADA/RENO	0.00	0.00	0.00	0.00	0.00	0.00	0.82	
UNIV OF NEW MEXICO	0.00	0.21	0.00	0.11	0.02	0.00	0.00	0.00
UNIV OF NORTH CAROLINA/CHAPEL	0.01	0.03	0.00	0.04	0.06	0.00		0.59
UNIV OF NORTH CAROLINA/GREEN	0.21	0.02	0.05	0.07	0.07	0.00	0.50	
UNIV OF NORTH CAROLINA/WILMIN	0.00	0.00	0.00	0.53	0.00	0.00		
UNIV OF NORTH DAKOTA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF NORTH TEXAS	0.00	0.00	0.00	0.00	0.00	0.00	0.62	
UNIV OF NORTH TEXAS HEALTH SCI	0.00	0.00	0.32	0.00	0.00	0.00	0.00	0.00
UNIV OF NORTHERN COLORADO	0.00	0.07	0.01	0.02	0.00	0.00		
UNIV OF NORTHERN IOWA	0.00	0.00	0.00	0.00	0.05	0.00	0.00	0.00
UNIV OF NOTRE DAME	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF PITTSBURGH	0.01	0.01	0.01	0.29	0.00	0.00		
UNIV OF RHODE ISLAND	0.00	0.03	0.02	0.11	0.11	0.00		
UNIV OF RICHMOND	0.00	0.01	0.00	0.04	0.07	0.00	0.60	
UNIV OF ROCHESTER	0.00	0.01	0.15	0.02	0.11	0.00	0.00	0.00
UNIV OF SAINT THOMAS	0.51	0.01	0.14	0.52	0.00	0.00	0.70	
UNIV OF SOUTH CAROLINA/SPARTA	0.00	0.03	0.02	0.15	0.00	0.00		
UNIV OF SOUTHERN CALIFORNIA	0.10	0.84	0.02	0.04	0.27	0.00		
UNIV OF SOUTHERN MAINE	0.02	0.06	0.09	0.05	0.05	0.00	0.41	
UNIV OF TENNESSEE	0.00	0.39	0.03	0.11	0.00	0.00		
UNIV OF TENNESSEE/CHATTANOO	0.00	0.07	0.21	0.06	0.18	0.00	0.00	0.00
UNIV OF TEXAS MEDICAL BRANCH	0.04	0.00	0.24	0.19	0.41	0.00		
UNIV OF TEXAS/AUSTIN	0.01	0.05	0.00	0.00	0.10	0.00	0.21	0.03
UNIV OF TEXAS/PERMIAN BASIN	0.00	0.76	0.00	0.00	0.84	0.00		
UNIV OF TULSA	0.00	1.00		0.12	0.00	0.00		
UNIV OF UTAH	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF VERMONT	0.00	0.00	0.24	0.11	0.01	0.00	0.61	
UNIV OF VICTORIA	0.06	0.00	0.02	0.01	0.05	0.00	0.31	
UNIV OF VIRGINIA	0.00	0.12	0.09	0.21	0.07	0.00	0.54	
UNIV OF WASHINGTON	0.16	0.00	0.07	0.13	0.16	0.00	0.83	0.61
UNIV OF WASHINGTON HOSPITAL	0.00	0.00	0.00	0.14	0.00	0.00	0.00	0.00
UNIV OF WESTERN ONTARIO	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Percent Operating Costs Contracted by Institution

Institution	Admin %	Cust %	Grnds %	Maint %	Utility %	Environ %	Waste %	Other %
UNIV OF WINDSOR	0.00	0.00	0.09	0.08	0.13	0.00	0.00	0.00
UNIV OF WISCONSIN/LA CROSSE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF WISCONSIN/MADISON	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UNIV OF WYOMING	0.02	0.00	0.00	0.08	0.00	0.00	0.00	0.00
UPPER MORELAND SCHOOL DISTRI	0.00	0.00	0.00	0.35	0.00	0.00		
VALPARAISO UNIV	0.00	0.00	0.00	0.07	0.00	0.00		
VIRGINIA INSTITUTE OF MARINE SCI	0.00	0.02	0.00	0.03	0.00	0.00		
VIRGINIA POLYTECHNIC INSTITUTE	0.00	0.01	0.06	0.07	0.11	0.00	0.48	
WASHINGTON STATE UNIV	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WAYNE STATE UNIV	0.00	0.00	0.00	0.10	0.38	0.00	0.00	0.00
WEST LIBERTY STATE COLLEGE	0.00	0.19	0.32	0.29	0.00	0.00		
WEST VIRGINIA UNIV	0.00	0.00	0.00	0.04		0.00	0.24	
WESTERN CAROLINA UNIV	0.01	0.00	0.00	0.01	0.00	0.00	0.60	
WESTERN ILLINOIS UNIV	0.02	0.00	0.00	0.00	0.00	0.00		
WESTERN KENTUCKY UNIV	0.59	0.00	0.00	0.00	0.00	0.00		
WHEATON COLLEGE	0.00	0.00	0.02	0.00		0.00		
WHITMAN COLLEGE	0.19	0.18	0.05	0.06	0.00	0.00		0.38
WICHITA STATE UNIV	0.01	0.01	0.00	0.02	0.00	0.00	0.00	0.00
WILLAMETTE UNIV	0.00	0.04	0.04	0.07	0.00	0.00	0.00	0.00
WILLIAM JEWELL COLLEGE	0.01	0.01	0.03	0.07	0.00	0.00		
WILLIAMS COLLEGE	0.04	0.00	0.13	0.29	0.03	0.00	0.75	0.10
WITTENBERG UNIV	0.00	0.96		0.62	0.00	0.00		
WORCESTER POLYTECH INSTITUTE	0.26	0.00	0.05	0.11	0.04	0.00		
XAVIER UNIV/CINCINNATI	0.01	0.58	0.08	0.06	0.00	0.00		
YAVAPAI COLLEGE	0.17	0.00	0.00	0.00	0.00	0.00	0.50	
YORK UNIV	0.03	0.02	0.13	0.04	0.30	0.00	0.25	
All Types	0.06	0.14	0.07	0.12	0.07	0.00	0.25	0.09

Section III

Personnel Data and Costs



Section III: Personnel Data and Costs Comments

The objective of Section III is to provide a reference resource on salary information at facility organizations across the country. The CD version of this report contains tables displaying FTE and union status in addition to salary data. This information is useful in a number of ways.

- Labor costs are a major component of Operating Costs per GSF or per Student shown in Section II tables. This Section's Personnel Data and Costs tables on the CD enables the facilities professional to drill down into the detail of staffing levels and average salary information to determine how these components affect operating costs. The benefits percent, which is shown in Section I: Institutional Profiles, also should be referenced when performing this type of in-depth analysis. The study can be performed at a group average level; for example, Carnegie, Region, or the institution level.
- Certain positions have a national recruitment base and some have a regional recruitment base. The average salary information contained in these tables provides important information for recruitment and retention of these types of staff positions.
- The facilities professional needs to be aware of trends toward or away from union representation in the workforce. This Report on the CD shows the current status of union representation by position.

Average Annual Salary of Positions Series:

These tables show the average salary levels of each facilities position in four different groupings: Funding Source, Carnegie, Region, and Student Enrollment Range. In each case, the salaries (un-weighted by FTE) within the grouping being analyzed are summed and divided by the count. The dollar amounts are annual equivalents even if filled at less than one full-time equivalent person.

With few exceptions, the bar charts show a steady average annual salary cost increase from 1994 through 2000.

Average FTE Staffing of Positions Series:

These tables show the average FTE levels of each facilities' position in four different groupings: Funding Source, Carnegie, Region, and Student Enrollment Range. In each case, the FTE within the grouping being analyzed are summed and divided by the count.

The bar charts show some trends worth noting.

- There has been a steady increase in the average number of clerical positions.
- Staffing in the construction function has increased over the last eight years.
- The number of persons in utility operator positions has increased by 50%.

It is equally interesting to note that the size of custodian, grounds, maintenance, and trades staff have held fairly steady. This indicates that costs per GSF increases are attributed to salary and benefits increases, and not to growth in the number of staff.

Percent Unionized Series:

These tables show the percent of institutions with union representation for each facilities position in four different groupings: Funding Source, Carnegie, Region, and Student Enrollment Range. In each case, "Yes" responses within the grouping being analyzed are summed and divided by the count of "Yes" and "No." The calculation is not weighted by the number of FTE positions, and so a school with 15 unionized custodians has equal weight compared to a school with 95 non-union custodians.

Union status is computed only on entries in Section III of the survey where there is FTE and/or salary information provided.

The bar charts show higher percents of union representation in 1994 and especially in 1996 than reported in 2000. There was an error in the 1998 calculation that slightly lowered the 1998 percents. For that reason, the 1998 percents are not shown on the bar charts.

There appears to be growth in union representation of administrative middle management and professional positions, and a slight decline in almost all other positions. Security and the director of energy/utilities function are two showing increases outside of administration.

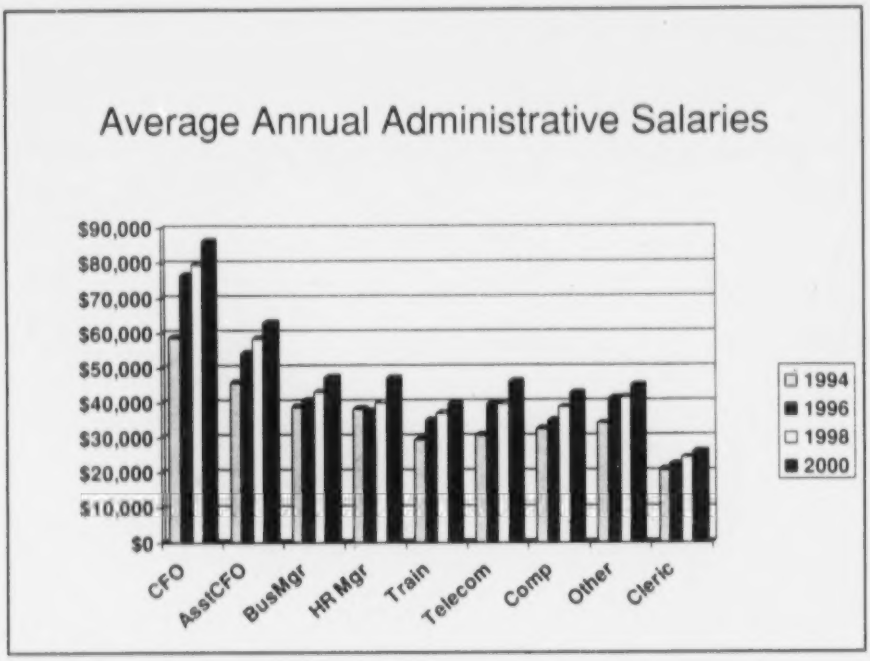
Total Staffing Cost by Institution:

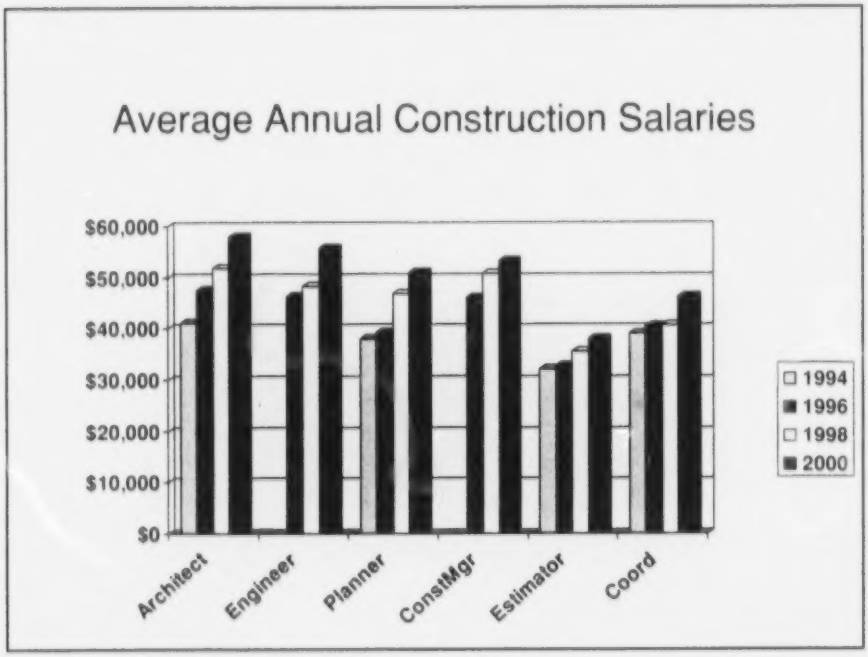
This table is computed as the sum of (FTE times Salaries) for each of the nine facilities functions. These amounts differ from the In-house Labor figures in Section I of this report for the following reasons:

- Benefits are not included.
- Overtime, if any, is not included.
- The full-time salary is shown while some positions may be empty for a period, or filled at less than full-time.

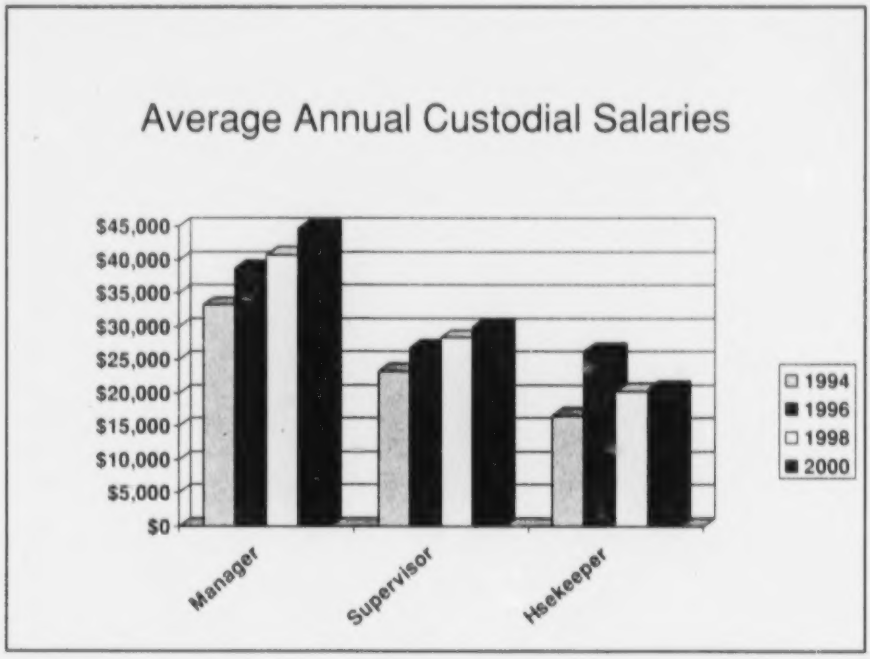
Detailed tables of salaries by position and institution are available on the CD version of this Report.

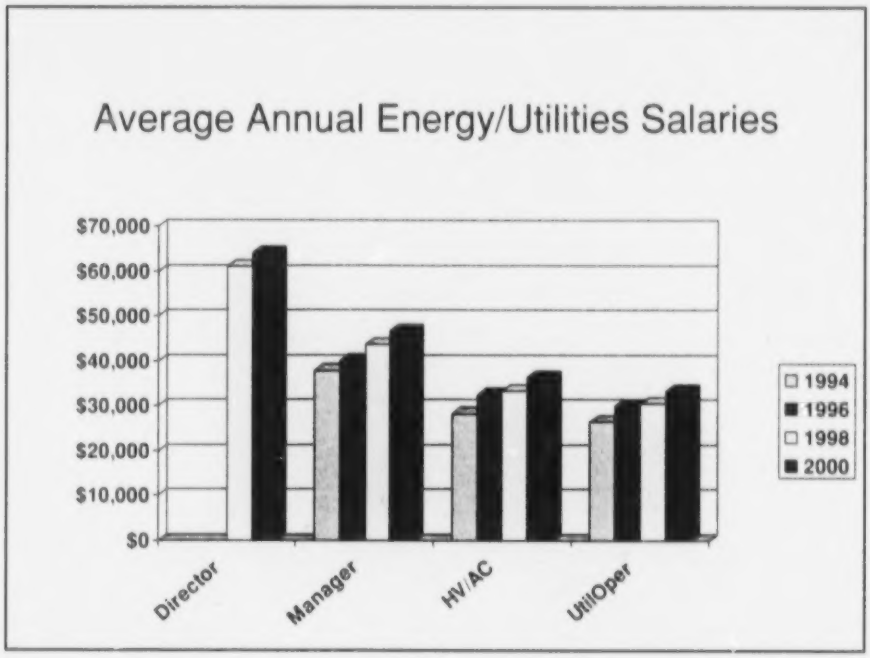
Average Annual Salary



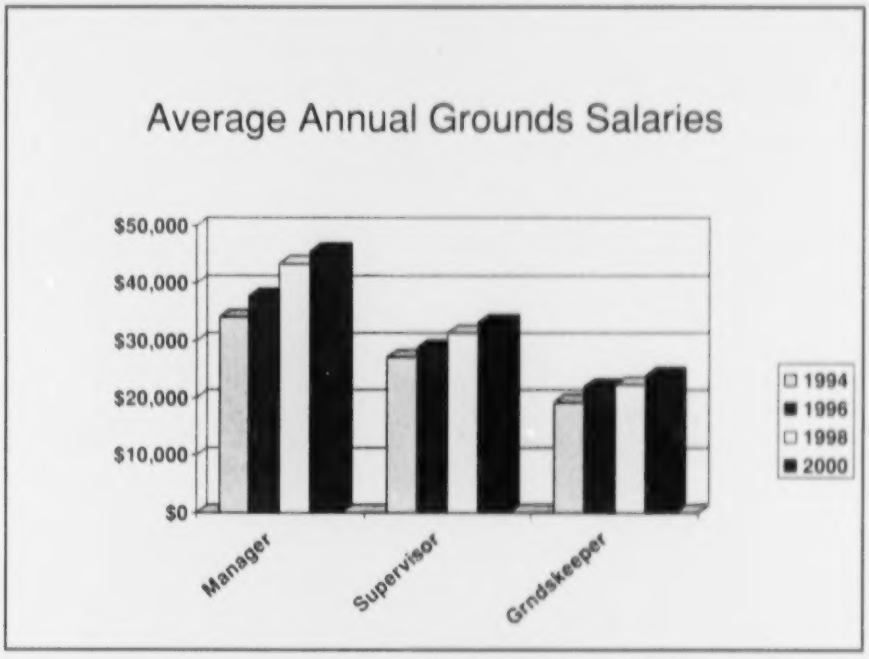


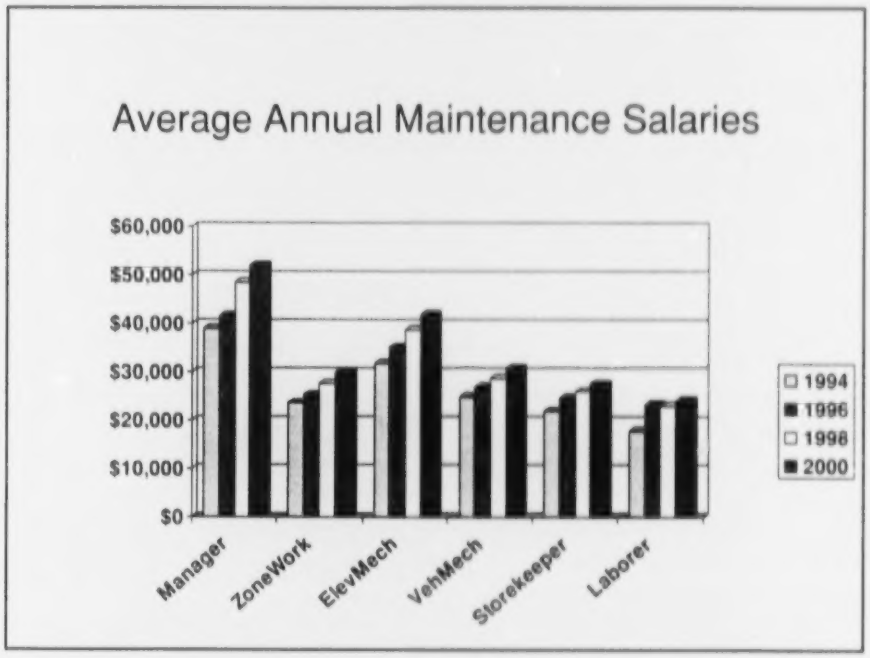
Average Annual Salary



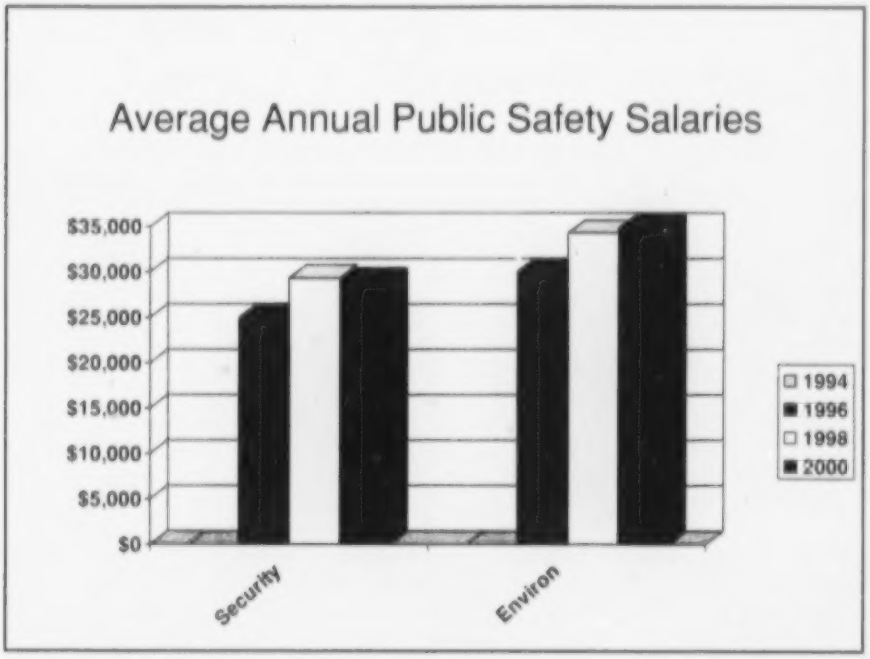


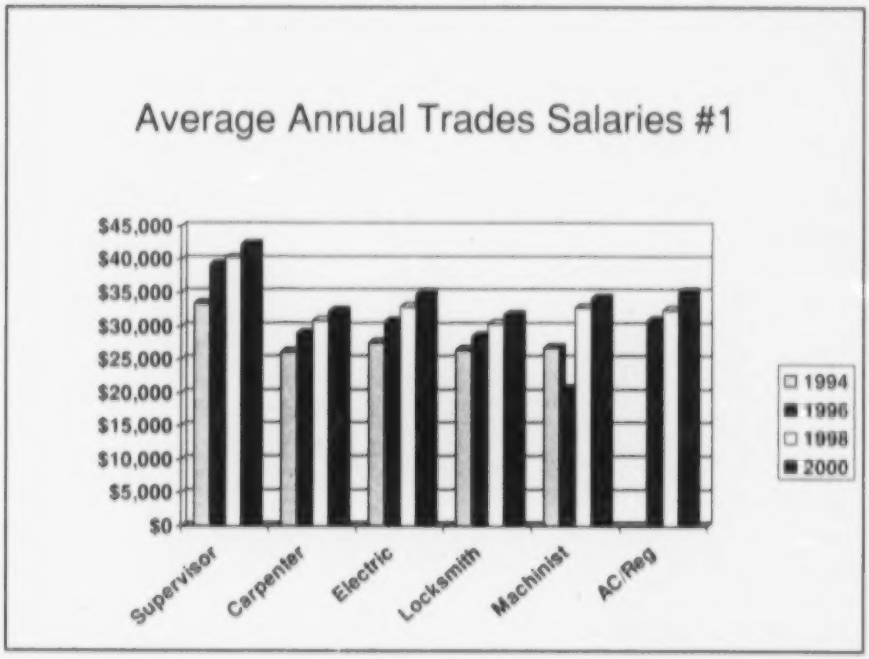
Average Annual Salary



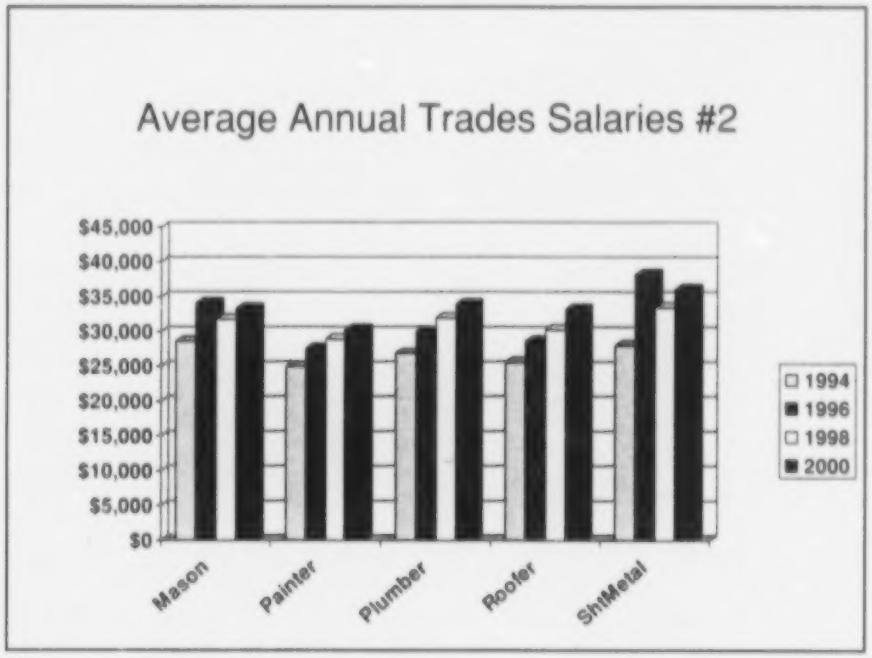


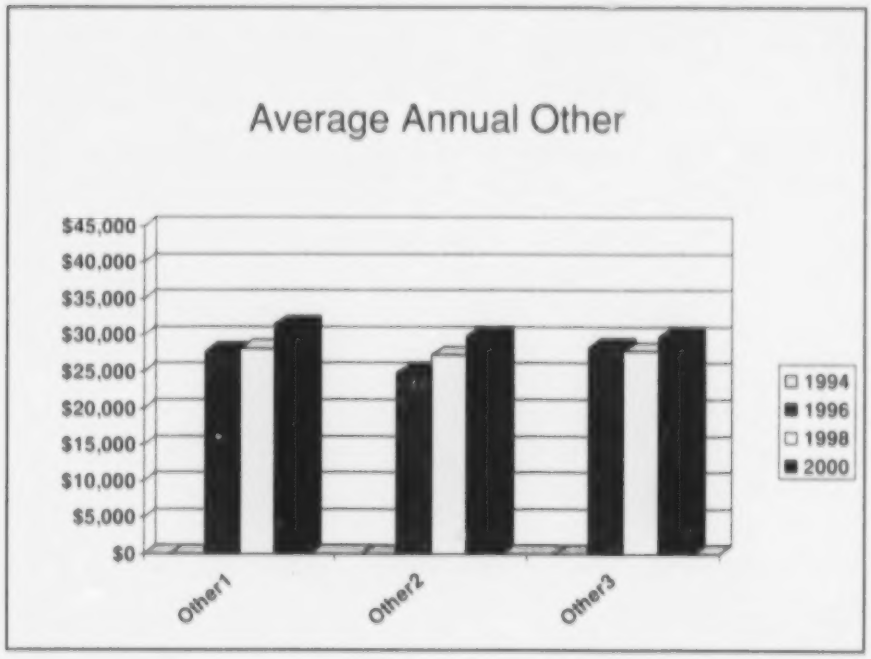
Average Annual Salary





Average Annual Salary





Average Annual Salary by Funding Source

	Private	Public	All Institutions
Administration:			
Chief Facilities Officer	79,038	88,365	86,088
Assoc/Asst Chief	55,740	64,917	62,877
Business/Budget Manager	50,300	46,768	47,253
Human Resources Manager	49,154	46,766	46,972
Training Officer	33,432	39,834	39,709
Computer/Telecom Specialist	46,374	45,770	45,956
Computer Programmer/Analyst	53,014	41,904	42,811
Other Admin Managers	40,164	46,041	44,772
Secretarial/Clerical	24,212	26,363	25,816
Construction/Renovation:			
Architect/Planner	69,424	56,032	57,880
Engineer	66,155	54,470	55,638
Facility Planner	75,064	48,398	50,955
Construction Manager	61,719	51,757	53,229
Estimator/Scheduler	32,707	38,088	37,917
Project Coordinator/Manager	53,283	44,776	46,194
Custodial:			
Custodial Supt/Manager	42,851	45,323	44,792
Custodial Supervisor/Foreman	29,277	30,136	29,939
Custodial/Housekeeper	20,256	20,764	20,637
Energy/Utilities:			
Utilities Director	62,190	64,402	64,178
Utilities Supervisor/Manager	48,321	46,529	46,789
HVAC/Controls Technician	36,219	36,436	36,387
Utilities Operator/Maintenance	33,665	33,204	33,290
Grounds:			
Grounds Supt/Manager	44,181	46,031	45,643
Grounds Supervisor/Foreman	32,724	33,326	33,191
Groundskeeper	24,111	23,818	23,898
Maintenance:			
Chief Supt of Maint/Manager	47,135	52,748	51,864
General Zone Maint Worker	30,558	29,921	30,046
Elevator Mechanic	49,364	41,079	41,670
Vehicle/Equipment Mechanic	30,249	30,915	30,742
Storekeeper/Expediter	28,007	27,407	27,518
Laborer	23,551	24,348	24,210
Public Safety:			
Security	24,703	30,579	28,976
Environmental/Safety	41,786	33,630	34,853

Average Annual Salary by Funding Source

	Private	Public	All Institutions
Trades:			
Shop Supervisor/Foreman	41,951	42,418	42,299
Carpenter	31,546	32,635	32,346
Electrician	34,289	35,126	34,904
Locksmith	32,270	31,556	31,759
Machinist/Welder	37,049	33,921	34,245
AC/Refrigeration	35,426	35,031	35,125
Mason	35,448	32,976	33,271
Painter	29,607	30,586	30,339
Plumber/Pipefitter	32,871	34,294	33,917
Roofer	30,635	33,479	33,134
Sheet Metal Worker	37,520	35,874	35,990
Other:			
Other Job Function1	29,472	32,011	31,477
Other Job Function2	28,263	30,418	29,916
Other Job Function3	31,025	29,439	29,709

Average Annual Salary by Carnegie

	Associate Granting	Baccalaureate	Doctoral	K12	Masters	Research	Specialized
Administration:							
Chief Facilities Officer	72,563.61	66,532.77	86,811.32	74,350.00	78,576.24	110,439.23	92,691.09
Assoc/Asst Chief	47,317.67	48,424.25	58,367.08	52,500.00	57,111.34	78,265.84	71,225.43
Business/Budget Manager	31,057.00	31,649.40	41,065.42	0.00	43,572.21	52,873.47	60,434.60
Human Resources Manager	27,430.00	45,100.00	52,528.50	0.00	39,227.90	48,677.58	43,475.00
Training Officer	0.00	0.00	42,755.86	0.00	34,061.33	41,220.60	40,245.00
Computer/Telecom Specialist	47,500.00	52,344.50	34,889.00	46,666.67	35,749.33	53,600.50	0.00
Computer Programmer/Analyst	0.00	0.00	39,481.31	0.00	36,971.00	45,649.00	55,014.50
Other Admin Managers	38,680.14	34,030.11	43,368.39	68,262.00	37,002.97	52,269.13	47,048.33
Secretarial/Clerical	28,237.50	22,753.91	25,631.74	31,784.00	24,136.30	27,459.78	28,807.78
Construction/Renovation:							
Architect/Planner	44,441.00	61,250.00	56,178.31	50,000.00	60,269.04	57,321.41	59,393.50
Engineer	51,206.00	0.00	51,674.50	0.00	54,437.88	57,456.73	58,681.25
Facility Planner	46,868.75	39,247.00	47,916.27	31,000.00	45,764.83	53,846.32	80,381.67
Construction Manager	42,819.00	55,469.20	53,801.71	0.00	50,053.04	56,732.75	51,000.00
Estimator/Scheduler	31,453.00	0.00	39,776.00	38,500.00	35,716.05	38,792.12	45,912.00
Project Coordinator/Manager	47,286.17	44,971.43	44,533.00	60,000.00	42,087.50	49,068.52	62,000.00
Custodial:							
Custodial Supt/Manager	36,788.46	39,136.00	41,446.29	40,176.00	41,140.71	53,571.45	44,606.86
Custodial Supervisor/Foreman	32,607.75	27,142.52	31,608.52	27,530.00	28,590.67	31,445.40	27,582.13
Custodial/Housekeeper	21,896.76	19,326.12	21,056.04	20,424.89	20,166.40	21,121.11	21,162.00
Energy/Utilities:							
Utilities Director	40,000.00	37,679.00	61,486.44	65,000.00	54,509.74	70,887.10	72,320.50
Utilities Supervisor/Manager	46,170.00	40,303.33	46,717.94	0.00	42,703.51	50,822.08	49,180.40
HVAC/Controls Technician	36,796.43	35,055.76	36,328.24	32,500.00	36,124.72	37,172.08	36,855.33
Utilities Operator/Maintenance	41,347.50	31,747.14	32,980.11	0.00	29,631.32	35,978.06	35,896.60
Grounds:							
Grounds Supt/Manager	45,425.14	39,721.50	41,829.90	42,714.29	42,703.43	51,263.02	68,322.50
Grounds Supervisor/Foreman	32,142.69	29,758.96	34,343.10	24,850.00	30,496.54	36,686.19	38,297.20
Groundskeeper	24,910.64	22,846.42	24,210.12	24,101.00	22,308.77	25,379.14	25,533.57
Maintenance:							
Chief Supt of Maint/Manager	50,398.62	43,564.40	51,796.20	67,864.00	45,993.62	56,811.63	52,248.00
General Zone Maint Worker	32,053.00	26,383.78	29,331.00	33,292.00	28,442.69	31,411.78	36,881.60
Elevator Mechanic	0.00	0.00	39,780.33	0.00	35,128.00	42,081.60	50,207.00
Vehicle/Equipment Mechanic	31,038.09	29,167.90	30,406.62	29,459.25	29,777.37	32,586.48	31,686.33
Storekeeper/Expediter	25,922.50	26,996.85	26,226.40	26,786.67	25,817.22	29,219.22	32,701.50
Laborer	22,778.50	26,010.11	21,452.18	23,435.50	23,919.33	24,786.10	25,729.40
Public Safety:							
Security	28,877.45	22,813.36	31,667.71	23,366.67	27,241.57	35,043.29	24,981.33
Environmental/Safety	32,886.25	37,478.71	35,488.13	31,500.00	34,187.62	33,739.25	50,649.50

Average Annual Salary by Carnegie

	Associate Granting	Baccalaureate	Doctoral	K12	Masters	Research	Specialized
Trades:							
Shop Supervisor/Foreman	43,280.62	39,410.40	43,571.75	38,750.00	38,751.42	46,016.47	45,976.50
Carpenter	34,676.07	29,853.76	32,466.69	34,381.17	30,506.85	34,368.82	34,760.50
Electrician	36,322.87	32,353.29	35,859.17	31,232.29	33,244.54	37,025.60	38,831.63
Locksmith	30,533.38	30,857.83	30,365.82	32,344.80	31,642.69	32,787.88	33,050.80
Machinist/Welder	33,052.80	35,730.67	31,629.30	35,493.50	31,090.71	35,803.72	42,358.67
AC/Refrigeration	36,799.23	34,029.24	35,769.17	32,665.60	32,942.94	36,139.33	40,119.67
Mason	0.00	32,067.33	31,739.75	31,248.00	29,506.53	34,781.83	43,618.00
Painter	28,520.11	28,305.74	28,854.08	29,150.43	28,260.48	34,075.75	31,388.29
Plumber/Pipefitter	31,686.25	31,960.87	34,799.83	32,448.00	31,893.90	36,440.39	39,089.25
Roofer	29,669.00	26,375.50	32,532.75	38,612.50	30,012.36	34,224.24	38,390.50
Sheet Metal Worker	0.00	18,000.00	34,173.00	0.00	38,457.40	36,045.36	42,596.67
Other:							
Other Job Function1	29,695.55	26,795.33	27,095.56	39,726.67	30,691.43	34,801.17	31,395.80
Other Job Function2	26,395.50	25,711.30	28,114.92	26,536.50	28,031.51	33,419.89	41,444.33
Other Job Function3	24,880.33	24,694.00	31,083.80	23,000.00	28,106.13	30,892.52	45,299.50

Average Annual Salary by Region

	CAPPA	ERAPPA	Inter-national	MAPPA	PCAPPA	RMA	SRAPPA
Administration:							
Chief Facilities Officer	80,315	91,941	166,735	86,926	89,099	80,218	81,231
Assoc/Asst Chief	54,736	67,234	134,251	63,195	68,538	55,555	60,331
Business/Budget Manager	39,470	47,502	43,354	47,247	58,258	50,119	44,469
Human Resources Manager	42,313	47,287	55,734	47,516	55,615	42,140	41,559
Training Officer	45,828	43,933	0	40,385	41,245	36,040	32,304
Computer/Telecom Specialist	32,667	48,767	44,188	56,460	39,647	0	48,101
Computer Programmer/Analyst	33,766	47,769	43,115	39,878	48,501	42,274	41,620
Other Admin Managers	38,419	46,052	46,131	47,062	51,336	45,084	41,162
Secretarial/Clerical	22,477	27,837	28,020	25,822	28,986	26,286	23,454
Construction/Renovation:							
Architect/Planner	59,014	62,047	43,222	61,171	62,812	56,198	49,802
Engineer	49,387	58,804	90,229	55,910	63,090	54,227	50,187
Facility Planner	47,810	55,556	93,413	46,670	53,414	57,690	43,864
Construction Manager	45,119	59,455	0	53,010	58,661	49,946	52,107
Estimator/Scheduler	30,721	39,189	41,841	41,741	45,727	32,027	34,047
Project Coordinator/Manager	41,341	50,112	34,385	48,541	54,674	40,461	39,307
Custodial:							
Custodial Supt/Manager	37,239	46,739	47,969	47,448	54,212	39,789	41,227
Custodial Supervisor/Foreman	24,020	35,300	25,299	32,680	34,573	27,262	24,426
Custodial/Housekeeper	17,060	23,638	14,253	22,630	24,486	18,787	16,410
Energy/Utilities:							
Utilities Director	60,108	56,656	35,298	67,986	77,651	65,200	59,411
Utilities Supervisor/Manager	41,028	50,467	0	54,035	54,067	42,260	40,304
HVAC/Controls Technician	31,244	38,897	26,580	40,902	41,230	33,277	30,215
Utilities Operator/Maintenance	28,097	36,988	0	36,639	39,958	31,789	26,340
Grounds:							
Grounds Supt/Manager	38,141	46,249	53,443	50,153	52,875	45,081	41,732
Grounds Supervisor/Foreman	29,273	36,283	25,300	37,205	38,201	32,253	28,122
Groundskeeper	19,723	26,857	18,002	27,275	26,910	23,110	18,810
Maintenance:							
Chief Supt of Maint/Manager	50,616	52,734	37,448	55,819	61,840	42,211	46,408
General Zone Maint Worker	25,063	33,061	0	31,717	35,532	26,825	25,613
Elevator Mechanic	46,477	41,558	0	41,211	52,755	0	30,870
Vehicle/Equipment Mechanic	26,820	31,931	0	31,485	37,893	28,131	27,132
Storekeeper/Expediter	22,486	29,568	0	29,942	33,842	26,016	23,649
Laborer	18,730	25,886	21,796	29,351	27,320	23,096	19,332
Public Safety:							
Security	25,564	30,799	21,333	31,011	35,172	26,119	28,047
Environmental/Safety	30,298	35,454	0	37,870	42,743	36,744	31,647

Average Annual Salary by Region

	CAPPA	ERAPPA	Inter-national	MAPPA	PCAPPA	RMA	SRAPPA
Trades:							
Shop Supervisor/Foreman	36,755	45,920	50,872	47,234	46,818	38,911	35,544
Carpenter	26,784	35,346	22,488	37,424	38,626	29,312	25,942
Electrician	29,288	36,826	22,881	40,461	42,120	33,807	27,510
Locksmith	26,651	35,582	24,329	33,407	37,760	28,035	26,331
Machinist/Welder	29,000	39,237	0	38,151	41,978	30,641	28,292
AC/Refrigeration	29,618	37,748	21,063	39,953	44,424	34,847	28,140
Mason	30,763	34,793	21,496	39,339	42,621	28,221	28,539
Painter	24,862	32,808	22,156	34,423	37,487	29,100	25,043
Plumber/Pipefitter	28,259	36,100	25,116	39,484	41,317	31,927	27,226
Roofer	28,789	35,206	0	40,567	42,369	30,442	26,468
Sheet Metal Worker	27,240	37,325	0	39,462	44,119	36,443	26,882
Other:							
Other Job Function1	28,140	33,475	39,783	32,990	38,843	30,335	25,035
Other Job Function2	30,426	27,748	0	35,412	35,261	27,195	23,516
Other Job Function3	26,489	33,993	0	34,663	28,825	30,013	22,491

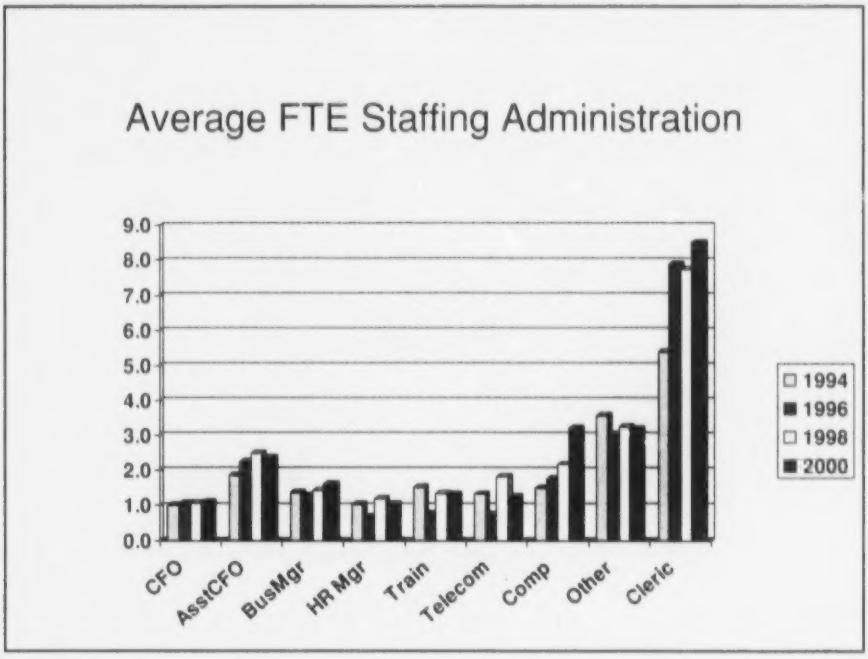
Average Annual Salary by Student Enrollment

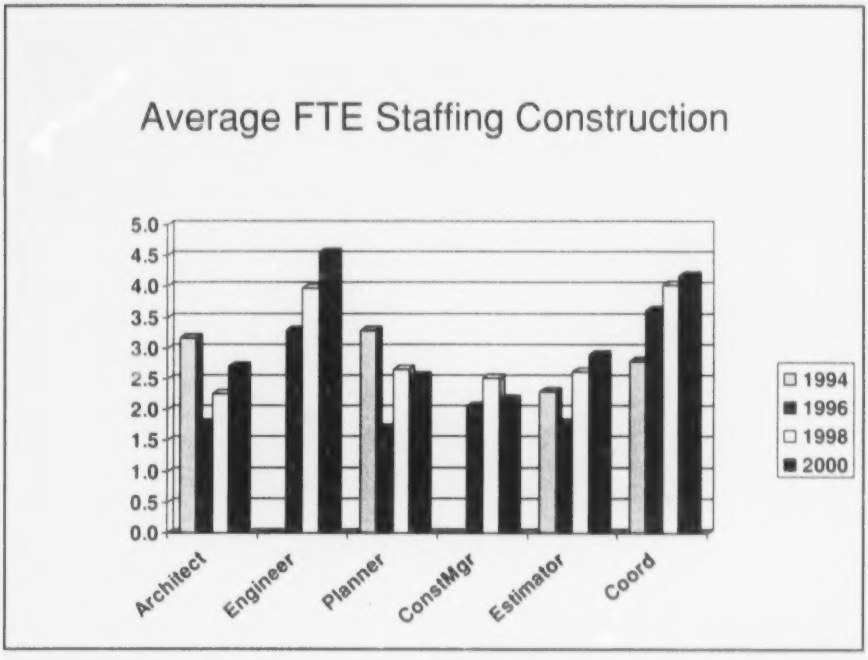
	0 - 999	1,000 - 1,999	2,000 -2,999	3,000 -4,999	5,000 -11,999	12,000 -19,999	20,000 +
Administration:							
Chief Facilities Officer	58,243	77,156	72,745	81,098	80,509	97,415	103,884
Assoc/Asst Chief	33,977	46,867	52,642	53,893	58,071	71,362	77,302
Business/Budget Manager	47,147	51,141	43,479	40,219	43,361	46,808	53,680
Human Resources Manager	0	42,950	49,700	37,719	41,805	39,204	54,524
Training Officer	0	0	44,000	33,432	34,248	38,524	42,293
Computer/Telecom Specialist	47,500	59,689	38,767	35,000	39,643	57,217	52,206
Computer Programmer/Analyst	63,960	61,788	46,636	39,702	37,355	42,568	46,205
Other Admin Managers	24,895	33,769	41,921	37,389	37,897	45,558	54,823
Secretarial/Clerical	23,268	24,236	24,957	26,978	24,219	26,520	28,242
Construction/Renovation:							
Architect/Planner	52,787	67,213	48,866	82,075	55,980	57,253	57,243
Engineer	47,280	68,220	57,524	60,973	55,589	55,661	54,395
Facility Planner	31,000	121,000	65,000	49,661	50,722	48,938	50,866
Construction Manager	50,000	59,043	50,151	50,736	50,257	56,361	52,755
Estimator/Scheduler	0	27,600	33,355	30,607	33,178	40,052	40,585
Project Coordinator/Manager	0	51,889	49,240	46,591	42,116	45,129	49,803
Custodial:							
Custodial Supt/Manager	34,400	41,866	39,326	40,001	41,009	47,632	52,398
Custodial Supervisor/Foreman	18,741	27,212	30,817	29,521	29,220	31,053	32,240
Custodial/Housekeeper	16,494	19,730	20,215	21,367	20,277	21,307	21,494
Energy/Utilities:							
Utilities Director	34,778	67,980	55,366	60,667	55,851	61,172	74,090
Utilities Supervisor/Manager	52,017	37,178	45,516	47,371	42,208	49,402	51,013
HVAC/Controls Technician	24,595	34,166	35,787	32,826	35,465	38,403	38,474
Utilities Operator/Maintenance	25,417	31,599	32,471	31,610	30,672	36,074	35,259
Grounds:							
Grounds Supt/Manager	35,130	41,542	40,322	42,035	41,477	47,906	53,360
Grounds Supervisor/Foreman	18,700	31,080	30,327	30,999	30,800	34,552	37,755
Groundskeeper	21,119	22,163	23,045	24,516	23,156	24,010	26,190
Maintenance:							
Chief Supt of Maint/Manager	41,823	48,274	42,177	42,640	47,442	53,790	59,941
General Zone Maint Worker	30,282	28,311	27,872	31,072	28,461	30,185	32,415
Elevator Mechanic	0	55,952	47,000	42,775	37,900	36,969	43,300
Vehicle/Equipment Mechanic	27,919	29,402	28,236	30,517	29,069	32,101	33,084
Storekeeper/Expediter	21,800	26,374	30,420	24,159	24,924	27,763	30,601
Laborer	21,964	22,928	23,068	23,402	21,559	25,276	25,884
Public Safety:							
Security	19,489	25,791	24,329	29,373	28,000	31,283	38,418
Environmental/Safety	39,240	41,380	36,799	35,265	32,637	34,423	35,125

Average Annual Salary by Student Enrollment

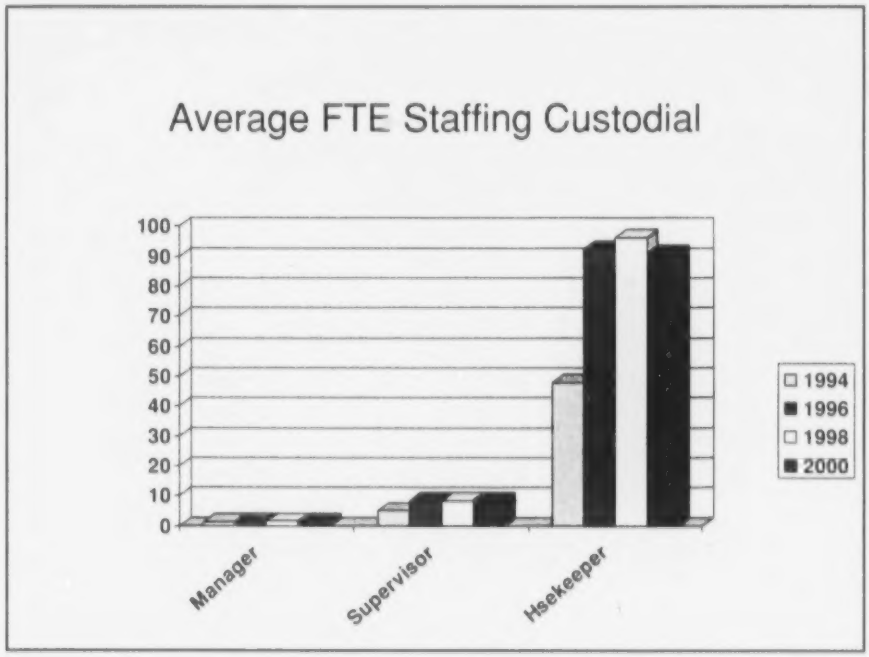
	0 - 999	1,000 - 1,999	2,000 -2,999	3,000 -4,999	5,000 -11,999	12,000 -19,999	20,000 +
Trades:							
Shop Supervisor/Foreman	37,004	39,859	39,614	40,413	40,358	42,795	47,941
Carpenter	27,771	29,357	30,476	33,023	31,262	32,949	35,681
Electrician	28,737	32,225	33,713	33,656	34,213	35,482	38,634
Locksmith	22,160	31,453	29,615	33,078	29,749	32,612	34,051
Machinist/Welder	43,992	28,196	31,938	27,717	30,274	35,915	36,758
AC/Refrigeration	31,548	33,635	34,604	33,212	34,369	34,339	38,383
Mason	25,000	31,600	26,600	33,866	29,423	30,921	36,821
Painter	23,695	29,421	26,522	27,418	28,519	32,196	34,498
Plumber/Pipefitter	30,378	32,177	31,848	30,974	32,321	34,833	38,098
Roofer	0	30,975	24,000	28,801	29,799	33,060	35,447
Sheet Metal Worker	0	18,000	46,668	32,822	32,402	35,710	37,224
Other:							
Other Job Function1	19,277	28,002	28,778	30,609	27,576	36,196	34,390
Other Job Function2	24,213	24,723	29,418	32,291	26,077	33,084	32,859
Other Job Function3	0	24,694	30,150	38,961	25,927	28,316	32,715

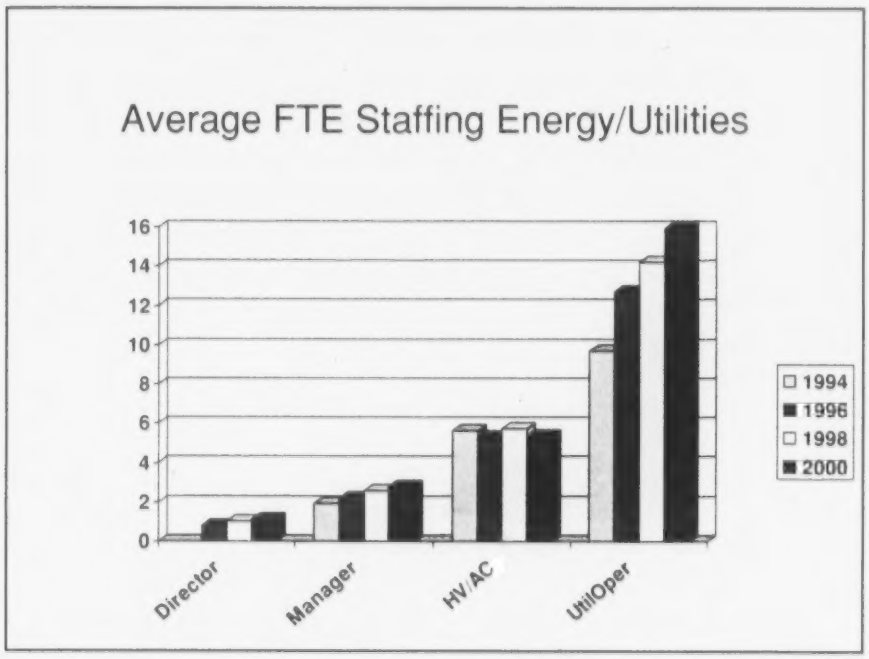
Average FTE Staffing



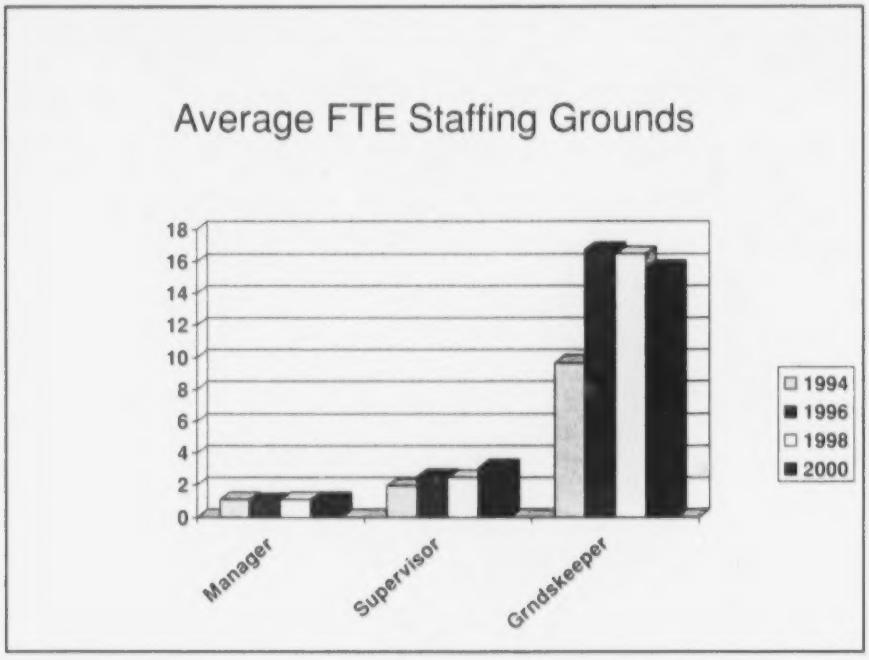


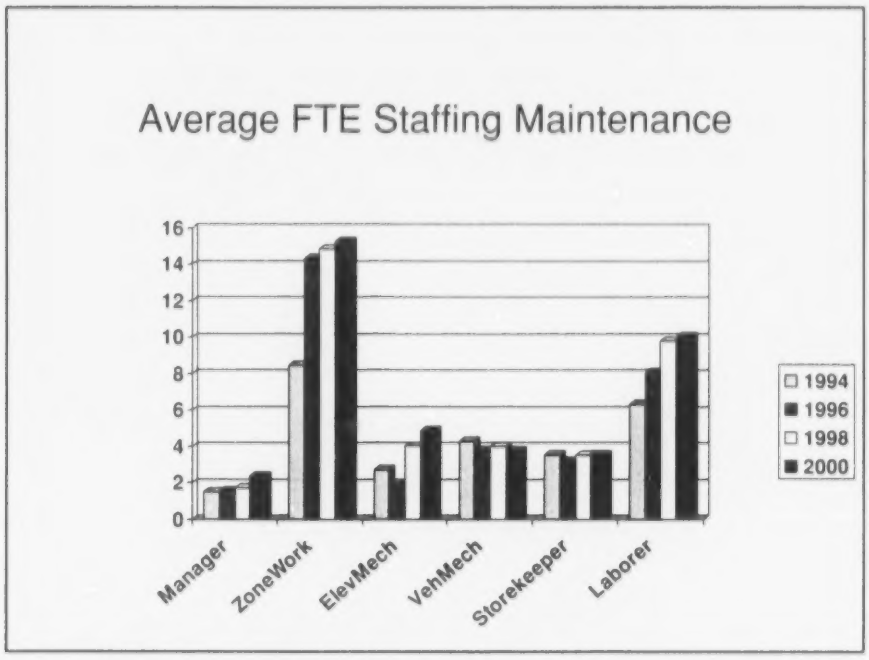
Average FTE Staffing



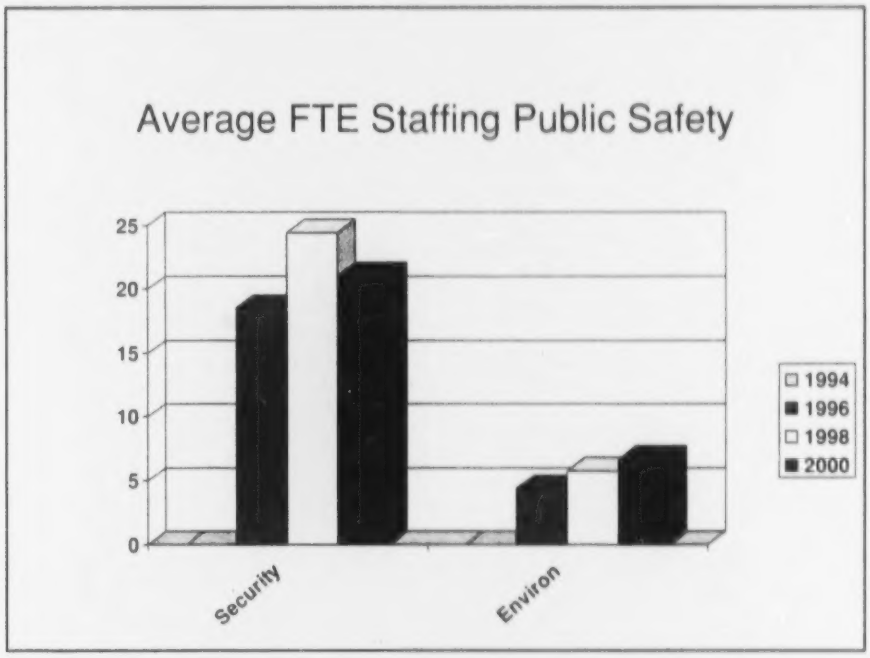


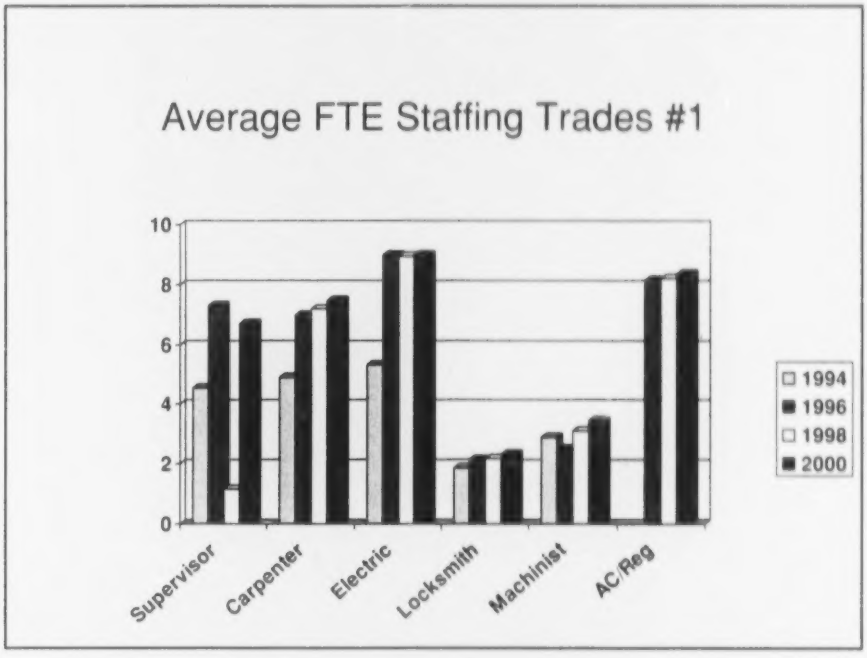
Average FTE Staffing



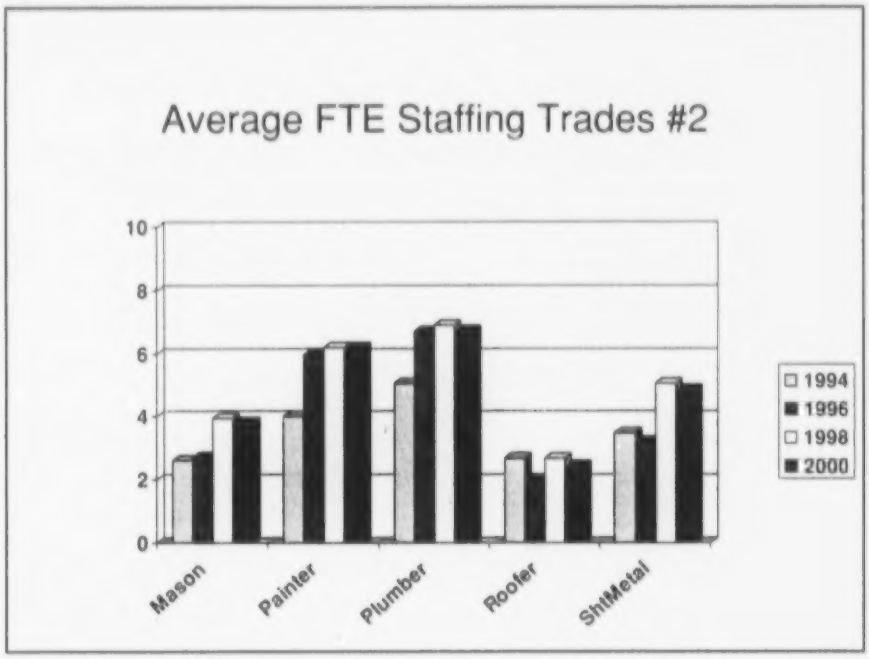


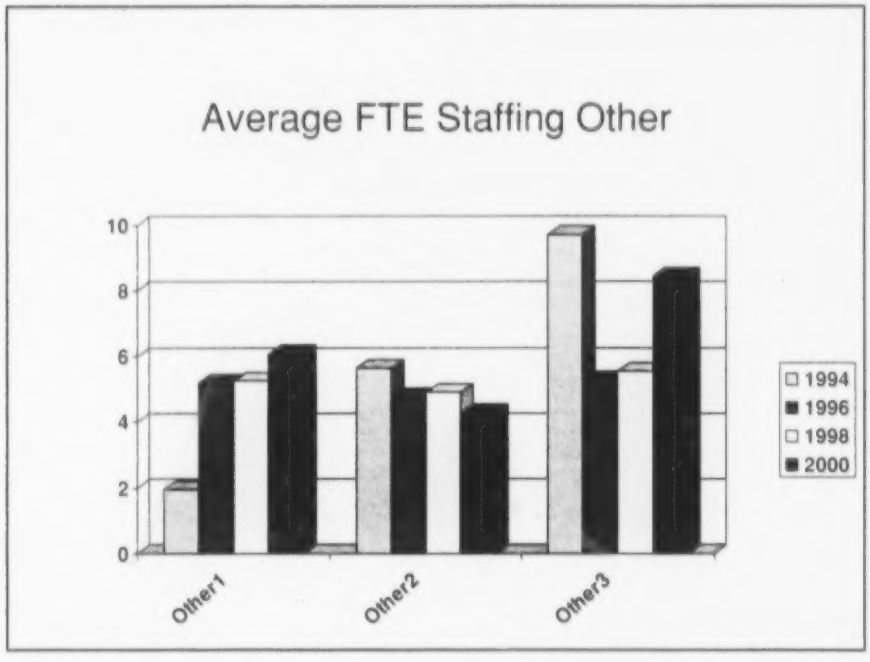
Average FTE Staffing





Average FTE Staffing





Average FTE Staffing by Funding Source

	Private	Public	All Institutions
Administration:			
Chief Facilities Officer	1.06	1.13	1.11
Assoc/Asst Chief	1.81	2.59	2.39
Business/Budget Manager	1.37	1.67	1.61
Human Resources Manager	1.00	1.05	1.04
Training Officer	1.25	1.33	1.33
Computer/Telecom Specialist	1.25	1.26	1.26
Computer Programmer/Analyst	2.31	3.34	3.21
Other Admin Managers	3.02	3.23	3.18
Secretarial/Clerical	4.90	9.92	8.51
Construction/Renovation:			
Architect/Planner	1.81	2.89	2.71
Engineer	3.69	4.71	4.55
Facility Planner	2.67	2.53	2.55
Construction Manager	1.75	2.28	2.17
Estimator/Scheduler	3.25	2.88	2.90
Project Coordinator/Manager	3.88	4.26	4.17
Custodial:			
Custodial Supt/Manager	1.25	1.44	1.39
Custodial Supervisor/Foreman	9.95	8.02	8.52
Custodial/Housekeeper	54.41	104.87	91.03
Energy/Utilities:			
Utilities Director	1.22	1.12	1.14
Utilities Supervisor/Manager	1.76	3.03	2.79
HVAC/Controls Technician	2.54	6.29	5.37
Utilities Operator/Maintenance	10.04	17.51	15.97
Grounds:			
Grounds Supt/Manager	0.99	1.08	1.06
Grounds Supervisor/Foreman	1.51	3.62	3.09
Groundskeeper	10.75	17.61	15.59
Maintenance:			
Chief Supt of Maint/Manager	1.95	2.51	2.40
General Zone Maint Worker	9.48	16.76	15.26
Elevator Mechanic	3.00	5.08	4.86
Vehicle/Equipment Mechanic	2.09	4.44	3.79
Storekeeper/Expediter	2.41	3.87	3.57
Laborer	5.88	11.00	10.03
Public Safety:			
Security	16.94	22.91	21.06
Environmental/Safety	5.90	6.83	6.66

Average FTE Staffing by Funding Source

	Private	Public	All Institutions
Trades:			
Shop Supervisor/Foreman	3.35	7.99	6.69
Carpenter	4.53	8.60	7.45
Electrician	4.03	10.96	8.99
Locksmith	1.72	2.59	2.32
Machinist/Welder	2.00	3.65	3.46
AC/Refrigeration	5.80	9.22	8.35
Mason	1.60	4.19	3.81
Painter	2.79	7.45	6.19
Plumber/Pipefitter	3.31	8.05	6.72
Roofer	1.71	2.53	2.44
Sheet Metal Worker	1.57	5.26	4.85
Other:			
Other Job Function1	4.19	6.66	6.07
Other Job Function2	3.67	4.47	4.27
Other Job Function3	2.98	9.64	8.43

Average FTE Staffing by Carnegie

	Associate Granting	Baccalaureate	Doctoral	K12	Masters	Research	Specialized
Administration:							
Chief Facilities Officer	1.04	1.01	1.18	1.00	1.13	1.15	1.20
Assoc/Asst Chief	1.38	1.47	2.40	1.60	1.83	3.45	2.00
Business/Budget Manager	2.50	1.00	1.64	0.00	1.09	2.01	1.33
Human Resources Manager	1.00	1.00	0.91	0.00	1.00	1.09	1.00
Training Officer	0.00	0.00	1.43	0.00	0.92	1.48	1.00
Computer/Telecom Specialist	1.00	1.00	2.00	1.00	1.20	1.25	0.00
Computer Programmer/Analyst	0.00	0.00	3.87	0.00	1.46	3.67	4.25
Other Admin Managers	1.14	1.33	2.95	2.67	1.89	4.83	3.00
Secretarial/Clerical	1.75	1.67	7.37	2.43	4.69	19.37	6.70
Construction/Renovation:							
Architect/Planner	1.00	1.25	2.00	2.00	1.69	3.77	1.50
Engineer	2.00	0.00	2.84	0.00	2.06	6.25	4.50
Facility Planner	1.00	1.00	2.64	1.50	1.83	3.14	3.33
Construction Manager	1.33	0.95	1.50	3.00	1.10	3.26	3.00
Estimator/Scheduler	1.00	0.00	2.14	4.00	1.33	3.64	14.00
Project Coordinator/Manager	1.67	1.22	4.19	2.00	1.99	6.53	2.00
Custodial:							
Custodial Supt/Manager	1.23	1.17	1.94	1.51	1.17	1.52	1.00
Custodial Supervisor/Foreman	2.35	13.57	7.39	24.86	5.24	9.97	5.56
Custodial/Housekeeper	26.89	29.59	89.14	190.38	54.42	161.68	67.50
Energy/Utilities:							
Utilities Director	1.00	0.83	1.05	1.00	1.00	1.25	1.00
Utilities Supervisor/Manager	1.00	0.93	1.73	1.00	1.43	4.45	2.00
HVAC/Controls Technician	2.14	1.76	3.04	5.33	2.98	9.54	7.33
Utilities Operator/Maintenance	2.50	4.45	8.55	5.00	7.51	27.44	21.20
Grounds:							
Grounds Supt/Manager	1.00	0.98	1.25	0.88	1.05	1.06	1.00
Grounds Supervisor/Foreman	1.24	1.08	1.98	3.67	2.28	5.44	2.17
Groundskeeper	4.36	5.42	11.87	15.44	12.67	29.49	10.03
Maintenance:							
Chief Supt of Maint/Manager	1.31	1.00	2.81	2.02	1.62	3.32	2.25
General Zone Maint Worker	6.26	3.60	17.50	4.81	8.28	26.78	32.60
Elevator Mechanic	0.00	0.00	6.33	0.00	2.67	5.10	3.50
Vehicle/Equipment Mechanic	1.45	1.20	4.19	8.20	2.08	6.10	7.25
Storekeeper/Expediter	1.00	1.46	3.85	1.50	2.68	4.88	4.75
Laborer	3.96	2.56	12.11	1.38	4.53	15.21	10.60
Public Safety:							
Security	14.09	7.49	13.45	6.34	16.72	41.38	32.33
Environmental/Safety	1.50	0.93	4.01	1.67	2.15	14.56	8.00

Average FTE Staffing by Carnegie

	Associate Granting	Baccalaureate	Doctoral	K12	Masters	Research	Specialized
Trades:							
Shop Supervisor/Foreman	2.58	1.98	8.43	3.00	4.29	11.04	8.22
Carpenter	2.53	2.60	7.12	12.86	4.49	13.29	8.06
Electrician	2.53	1.95	9.56	7.13	4.28	18.09	10.89
Locksmith	1.38	1.07	2.00	1.83	1.72	3.63	2.08
Machinist/Welder	2.60	1.00	1.05	2.00	1.23	5.13	6.33
AC/Refrigeration	2.64	2.23	9.67	24.20	5.46	12.97	4.80
Mason	0.00	1.00	3.00	2.25	1.87	4.88	6.00
Painter	1.91	1.52	5.50	9.11	3.54	10.96	7.81
Plumber/Pipefitter	1.92	1.55	6.22	8.00	3.49	13.04	6.89
Roofer	2.00	1.00	1.25	1.00	1.55	2.84	5.00
Sheet Metal Worker	0.00	0.00	5.11	0.00	1.00	5.09	9.83
Other:							
Other Job Function1	1.73	2.75	3.87	1.33	2.35	12.00	6.40
Other Job Function2	3.50	1.80	4.63	1.25	2.13	6.98	6.75
Other Job Function3	2.33	1.44	7.30	1.00	2.47	14.62	5.50

Average FTE Staffing by Region

	CAPPA	ERAPPA	Inter-national	MAPPA	PCAPPA	RMA	SRAPPA
Administration:							
Chief Facilities Officer	1.03	1.24	1.00	1.07	1.06	1.04	1.18
Assoc/Asst Chief	2.46	2.79	1.33	2.16	2.29	2.26	2.34
Business/Budget Manager	1.43	1.49	0.75	2.07	1.48	1.90	1.53
Human Resources Manager	1.14	1.29	0.50	0.93	1.00	1.00	1.00
Training Officer	1.17	1.03	0.00	1.78	1.00	1.20	1.17
Computer/Telecom Specialist	1.75	1.20	1.00	1.33	1.20	0.00	1.00
Computer Programmer/Analyst	3.12	2.58	1.00	6.05	2.39	2.75	2.44
Other Admin Managers	2.45	3.58	1.50	4.33	3.20	1.95	3.01
Secretarial/Clerical	8.21	8.22	6.67	9.24	8.97	4.67	10.35
Construction/Renovation:							
Architect/Planner	2.93	2.75	3.50	2.78	2.09	1.44	3.28
Engineer	4.93	4.04	9.00	6.17	3.81	3.00	3.91
Facility Planner	2.38	3.05	1.00	3.08	2.75	1.50	2.07
Construction Manager	2.75	1.91	1.00	2.49	1.43	1.50	2.45
Estimator/Scheduler	1.60	4.25	1.00	4.39	1.70	1.50	2.56
Project Coordinator/Manager	3.18	4.33	1.50	4.37	5.02	4.40	3.93
Custodial:							
Custodial Supt/Manager	1.37	1.55	0.72	1.75	1.11	1.06	1.27
Custodial Supervisor/Foreman	6.24	14.23	5.50	10.47	4.37	3.38	7.85
Custodial/Housekeeper	98.12	96.65	39.33	113.44	65.75	59.50	92.12
Energy/Utilities:							
Utilities Director	1.00	1.12	1.50	1.15	1.21	1.00	1.19
Utilities Supervisor/Manager	2.78	2.69	3.00	3.44	2.24	1.58	3.31
HVAC/Controls Technician	4.12	4.86	1.00	5.19	7.61	5.36	5.81
Utilities Operator/Maintenance	15.65	13.75	65.00	23.97	8.38	10.86	15.59
Grounds:							
Grounds Supt/Manager	1.08	1.01	0.73	1.10	1.03	1.10	1.09
Grounds Supervisor/Foreman	2.44	1.95	2.00	2.55	1.88	2.14	6.61
Groundskeeper	15.47	11.98	29.00	15.32	19.92	11.46	18.42
Maintenance:							
Chief Supt of Maint/Manager	1.67	2.66	9.73	2.69	1.34	2.00	2.45
General Zone Maint Worker	2.00	6.25	0.00	7.10	4.00	0.00	2.50
Elevator Mechanic	14.36	14.96	0.00	18.66	11.34	11.36	18.39
Vehicle/Equipment Mechanic	3.43	3.82	0.00	5.98	2.61	3.08	3.42
Storekeeper/Expediter	4.21	3.36	0.00	4.09	3.20	3.50	3.17
Laborer	13.39	7.33	10.00	14.87	7.49	5.78	10.65
Public Safety:							
Security	20.20	35.54	30.65	21.53	10.34	13.88	17.10
Environmental/Safety	4.74	7.67	0.00	10.82	7.23	3.13	6.31

Average FTE Staffing by Region

	CAPPA	ERAPPA	Inter-national	MAPPA	PCAPPA	RMA	SRAPPA
Trades:							
Shop Supervisor/Foreman	5.92	4.64	6.83	10.59	5.56	5.76	7.39
Carpenter	7.97	6.46	10.00	9.50	7.27	4.12	7.51
Electrician	7.05	6.90	19.33	14.37	9.90	5.31	8.28
Locksmith	1.76	2.13	3.00	2.61	2.63	2.09	2.54
Machinist/Welder	4.24	3.30	7.00	3.87	4.00	1.90	2.59
AC/Refrigeration	9.57	6.32	27.50	9.90	6.30	4.83	9.78
Mason	3.13	2.44	7.00	5.00	7.17	2.80	3.40
Painter	6.09	4.11	13.00	10.35	5.62	3.95	6.31
Plumber/Pipefitter	5.78	5.07	14.50	11.13	6.71	4.40	6.13
Roofer	2.00	2.33	2.00	3.80	2.22	1.43	2.53
Sheet Metal Worker	2.40	2.40	2.00	8.44	5.20	1.50	4.36
Other:							
Other Job Function1	2.47	4.50	5.25	8.41	5.52	3.27	12.04
Other Job Function2	3.00	4.72	0.00	7.97	3.11	3.85	3.53
Other Job Function3	3.00	3.60	0.00	22.15	4.67	4.17	5.97

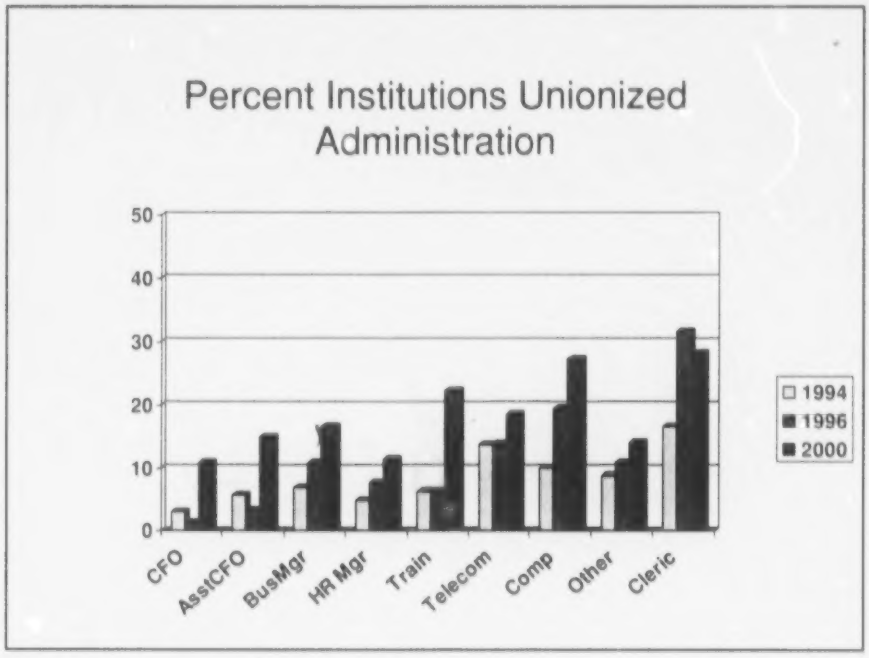
Average FTE Staffing by Student Enrollment

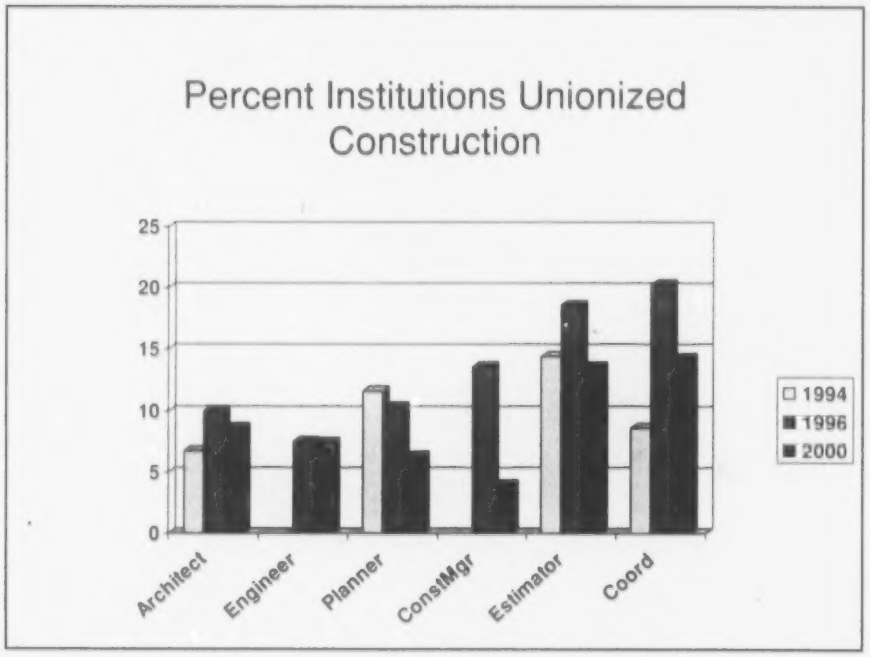
	0 - 999	1,000 - 1,999	2,000 -2,999	3,000 -4,999	5,000 -11,999	12,000 -19,999	20,000 +
Administration:							
Chief Facilities Officer	1.20	0.98	1.08	1.01	1.11	1.13	1.22
Assoc/Asst Chief	1.00	1.44	1.63	1.94	1.91	2.35	3.89
Business/Budget Manager	1.00	1.00	1.29	1.08	1.09	2.04	2.00
Human Resources Manager	0.00	1.00	1.00	1.00	0.96	0.99	1.13
Training Officer	0.00	0.00	1.00	1.00	0.94	1.15	1.60
Computer/Telecom Specialist	1.00	1.00	1.33	0.00	1.33	1.33	1.22
Computer Programmer/Analyst	1.00	1.00	5.00	1.67	1.19	2.21	5.89
Other Admin Managers	3.00	1.33	1.50	1.80	2.32	2.65	5.22
Secretarial/Clerical	1.83	2.00	2.72	4.48	4.60	10.29	21.10
Construction/Renovation:							
Architect/Planner	1.00	1.33	1.20	1.00	1.65	3.68	3.38
Engineer	1.00	2.00	1.80	1.83	1.96	5.23	6.90
Facility Planner	1.00	1.33	4.00	2.67	1.47	2.46	3.49
Construction Manager	1.00	1.18	2.25	1.20	1.41	2.38	3.36
Estimator/Scheduler	0.00	1.00	1.00	1.00	1.37	2.68	4.26
Project Coordinator/Manager	0.00	1.60	2.20	4.40	2.30	4.37	6.45
Custodial:							
Custodial Supt/Manager	0.86	1.19	1.00	1.14	1.12	1.55	1.89
Custodial Supervisor/Foreman	2.40	15.96	2.14	5.22	4.77	7.47	14.04
Custodial/Housekeeper	13.34	29.02	28.13	53.69	55.07	103.69	211.05
Energy/Utilities:							
Utilities Director	1.00	0.83	1.00	1.00	1.05	1.13	1.27
Utilities Supervisor/Manager	1.00	0.94	1.43	1.40	1.77	2.67	4.95
HVAC/Controls Technician	4.50	1.77	1.50	2.19	3.91	6.17	9.61
Utilities Operator/Maintenance	3.50	3.75	5.63	10.54	10.38	14.86	32.96
Grounds:							
Grounds Supt/Manager	0.76	0.97	1.00	1.00	1.01	1.20	1.08
Grounds Supervisor/Foreman	2.00	1.17	1.67	1.38	1.73	5.77	4.12
Groundskeeper	3.29	6.27	6.86	8.34	11.09	19.92	31.45
Maintenance:							
Chief Supt of Maint/Manager	0.55	1.08	1.36	3.57	1.58	3.14	2.96
General Zone Maint Worker	0.00	2.00	1.00	2.00	6.00	2.63	6.44
Elevator Mechanic	4.81	3.88	12.18	8.69	8.88	15.19	29.58
Vehicle/Equipment Mechanic	1.25	1.30	1.27	1.44	2.31	4.46	8.00
Storekeeper/Expediter	1.00	1.42	1.83	2.00	3.05	3.74	5.39
Laborer	1.58	2.60	2.29	2.59	8.29	9.73	17.11
Public Safety:							
Security	2.13	8.92	16.55	19.75	15.07	29.64	43.46
Environmental/Safety	2.00	2.29	2.93	1.13	2.24	8.06	15.40

Average FTE Staffing by Student Enrollment

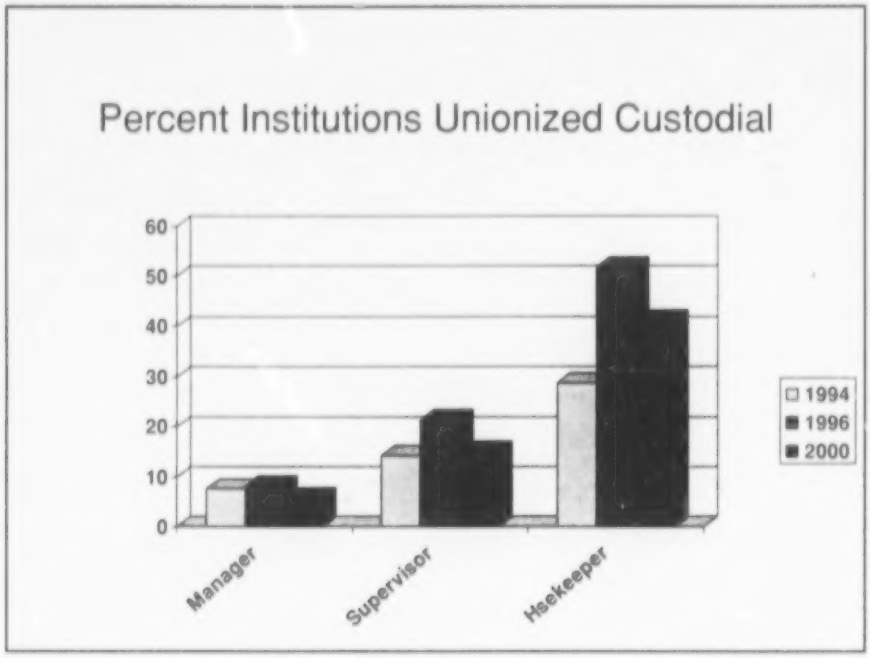
	0 - 999	1,000 - 1,999	2,000 -2,999	3,000 -4,999	5,000 -11,999	12,000 -19,999	20,000 +
Trades:							
Shop Supervisor/Foreman	1.57	2.20	3.00	3.45	4.54	7.79	13.83
Carpenter	1.86	2.96	3.43	3.23	5.18	7.86	16.51
Electrician	1.56	1.92	2.33	3.71	5.48	9.95	22.17
Locksmith	1.00	1.11	1.12	1.61	1.66	2.73	3.86
Machinist/Welder	2.00	1.00	1.00	1.50	1.61	3.18	5.39
AC/Refrigeration	1.50	2.74	2.24	4.52	5.65	10.24	15.98
Mason	1.00	1.33	2.00	1.20	2.00	3.75	5.59
Painter	1.99	1.89	2.06	2.53	3.91	6.55	13.99
Plumber/Pipefitter	1.58	1.60	2.17	3.00	4.45	7.36	15.01
Roofer	0.00	1.00	1.00	1.50	1.54	2.57	3.00
Sheet Metal Worker	0.00	0.00	0.50	1.00	1.22	3.44	6.85
Other:							
Other Job Function1	11.50	2.89	2.46	4.44	2.47	5.10	13.06
Other Job Function2	1.50	1.50	1.75	2.80	2.85	2.84	8.43
Other Job Function3	0.00	1.44	2.50	6.50	3.00	3.56	15.25

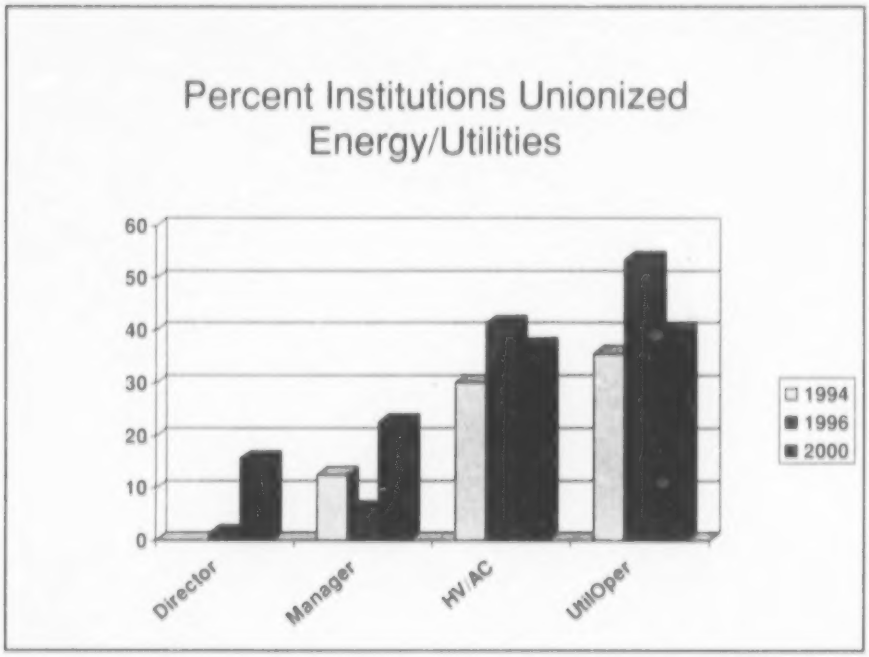
Percent Institutions Unionized



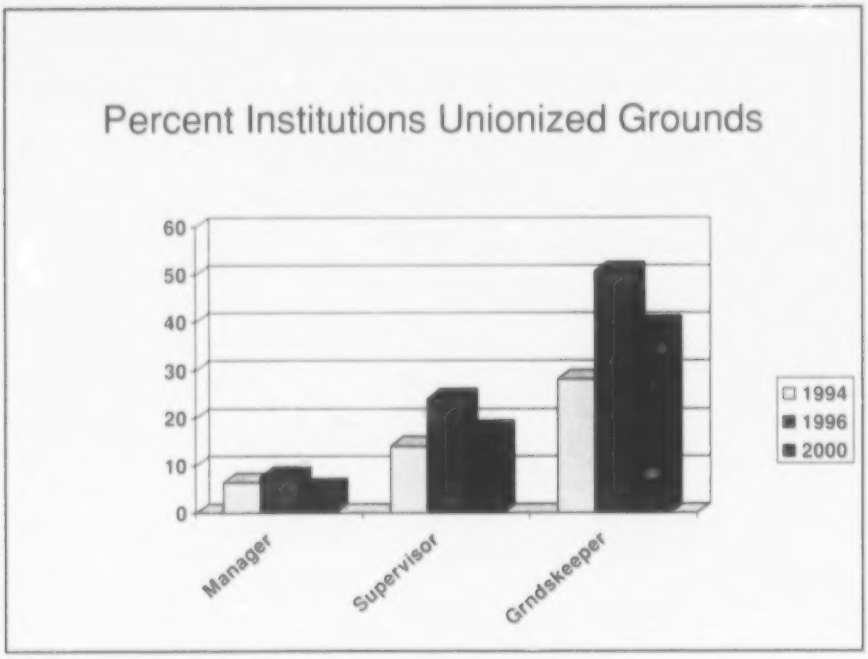


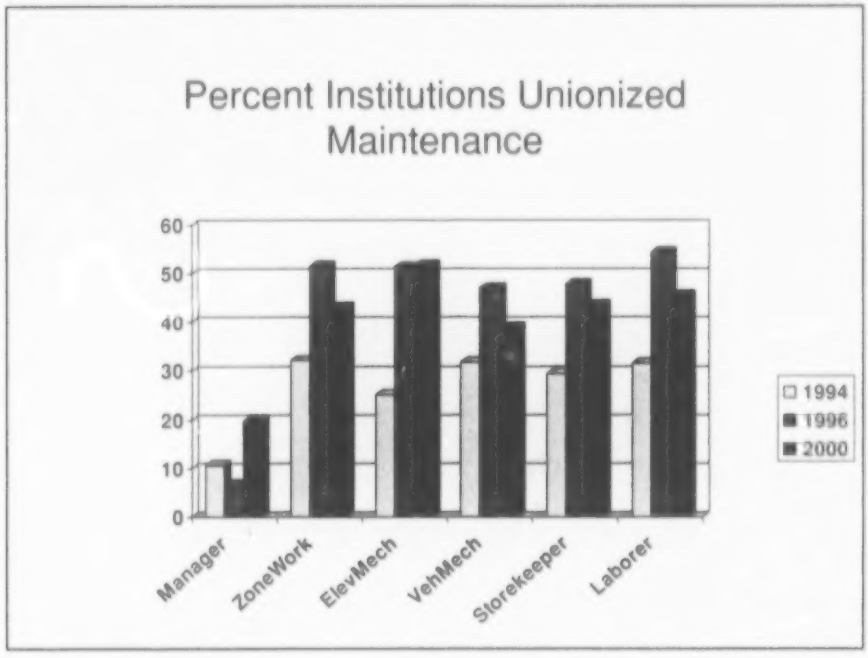
Percent Institutions Unionized



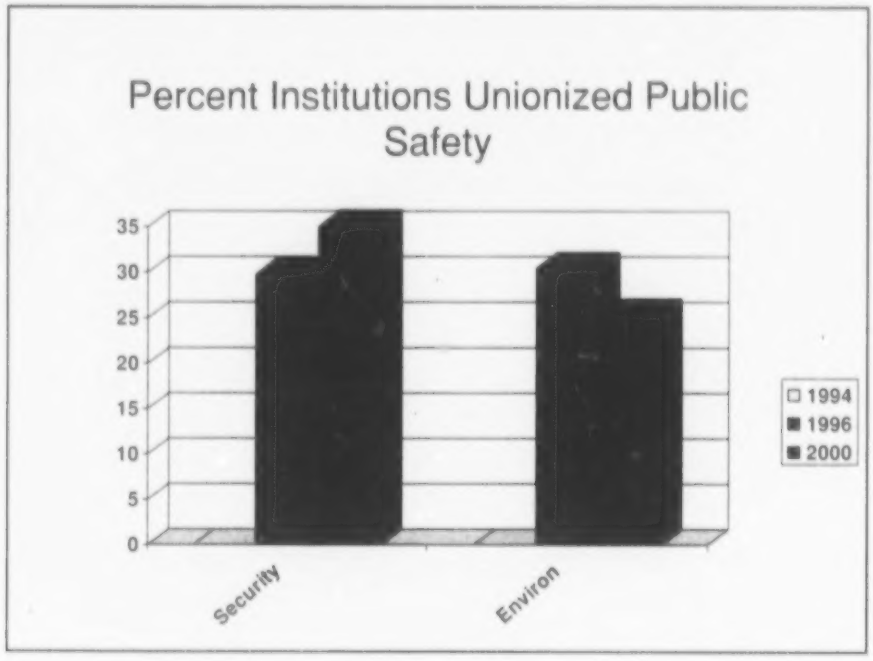


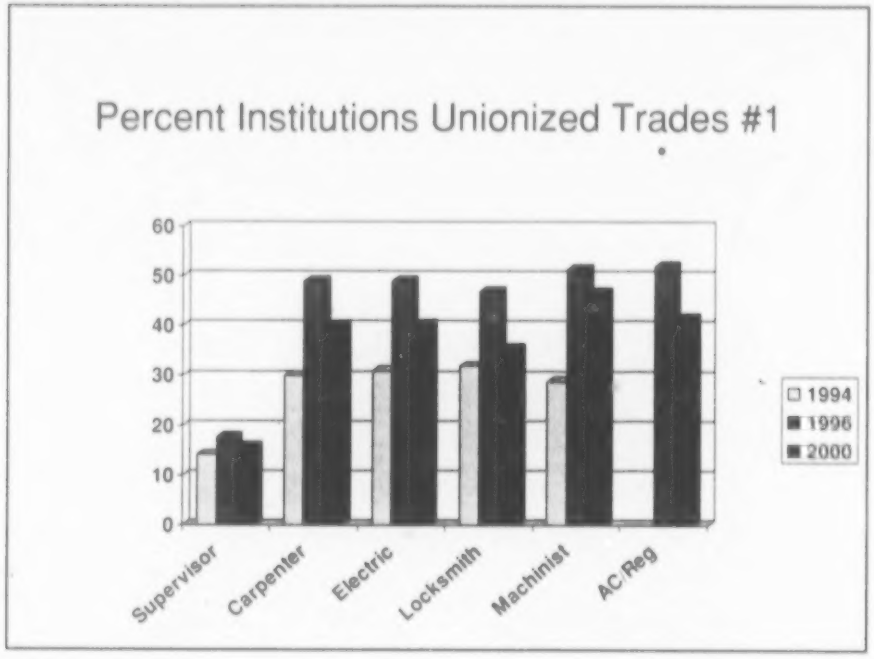
Percent Institutions Unionized



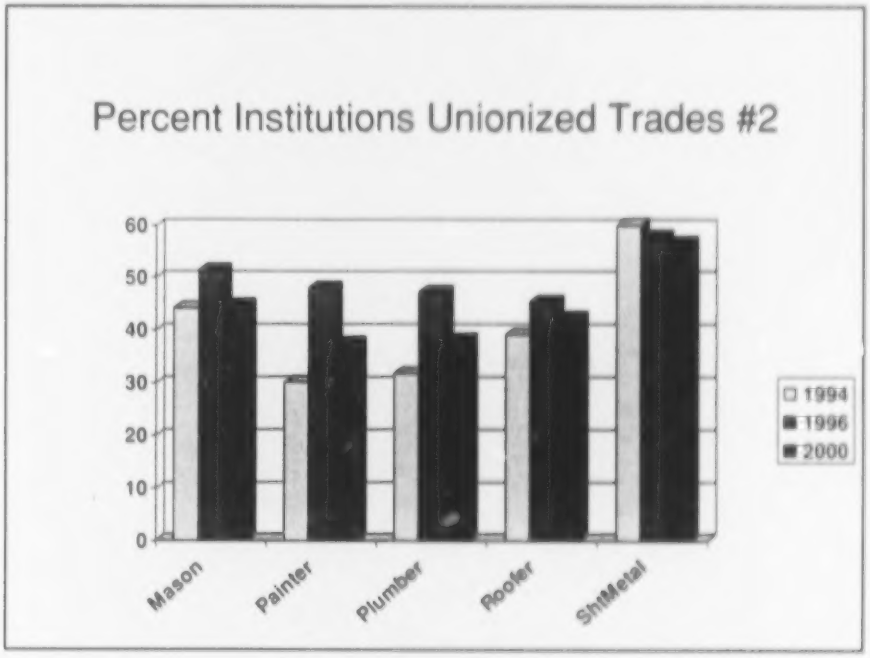


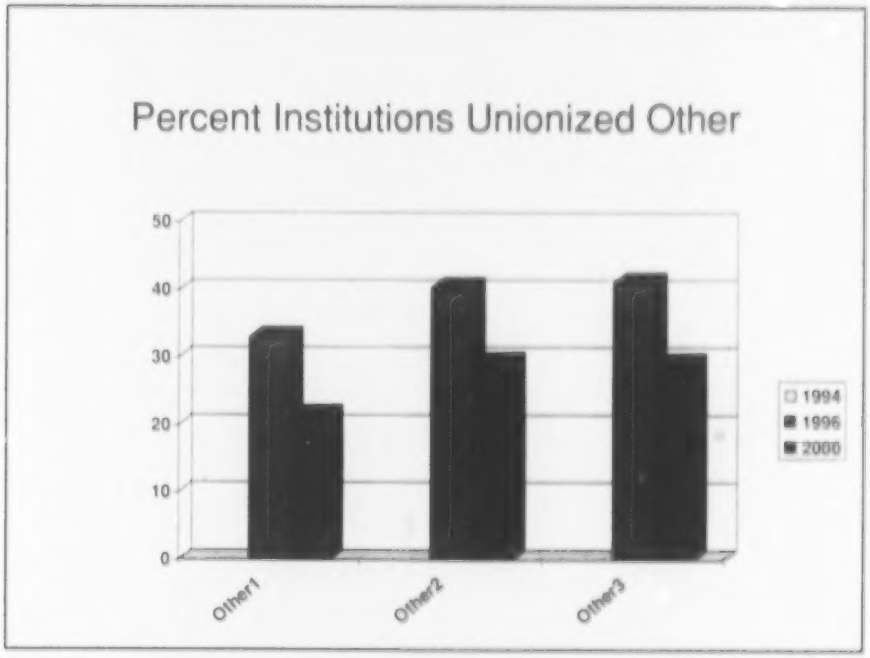
Percent Institutions Unionized





Percent Institutions Unionized





Percent Institutions Unionized by Funding Source

	Private	Public	All Institutions
Administration:			
Chief Facilities Officer	11.1%	10.7%	10.8%
Assoc/Asst Chief	13.3%	15.4%	14.9%
Business/Budget Manager	10.3%	18.1%	16.6%
Human Resources Manager	12.5%	11.1%	11.3%
Training Officer	25.0%	22.0%	22.2%
Computer/Telecom Specialist	0.0%	26.3%	18.5%
Computer Programmer/Analyst	15.4%	28.9%	27.2%
Other Admin Managers	6.7%	16.2%	14.0%
Secretarial/Clerical	13.6%	33.9%	28.2%
Construction/Renovation:			
Architect/Planner	0.0%	10.4%	8.6%
Engineer	0.0%	8.7%	7.4%
Facility Planner	0.0%	7.5%	6.3%
Construction Manager	0.0%	5.1%	4.0%
Estimator/Scheduler	0.0%	14.5%	13.6%
Project Coordinator/Manager	0.0%	18.5%	14.3%
Custodial:			
Custodial Supt/Manager	0.0%	7.9%	5.8%
Custodial Supervisor/Foreman	7.1%	17.7%	15.0%
Custodial/Housekeeper	25.8%	47.0%	41.2%
Energy/Utilities:			
Utilities Director	12.5%	16.2%	15.6%
Utilities Supervisor/Manager	24.0%	22.2%	22.6%
HVAC/Controls Technician	28.6%	39.8%	37.1%
Utilities Operator/Maintenance	37.0%	40.4%	39.7%
Grounds:			
Grounds Supt/Manager	2.4%	6.3%	5.3%
Grounds Supervisor/Foreman	12.8%	19.3%	17.6%
Groundskeeper	29.4%	43.6%	39.4%
Maintenance:			
Chief Supt of Maint/Manager	29.6%	17.3%	19.7%
General Zone Maint Worker	36.4%	44.9%	43.1%
Elevator Mechanic	0.0%	57.7%	51.7%
Vehicle/Equipment Mechanic	25.0%	44.3%	39.0%
Storekeeper/Expediter	33.3%	46.2%	43.6%
Laborer	31.6%	48.8%	45.5%
Public Safety:			
Security	18.2%	42.9%	35.2%
Environmental/Safety	0.0%	30.9%	25.3%

Percent Institutions Unionized by Funding Source

	Private	Public	All Institutions
Trades:			
Shop Supervisor/Foreman	7.0%	19.2%	15.8%
Carpenter	27.4%	44.9%	39.9%
Electrician	27.4%	45.2%	40.2%
Locksmith	23.6%	40.7%	35.4%
Machinist/Welder	40.0%	47.4%	46.6%
AC/Refrigeration	36.2%	43.5%	41.6%
Mason	40.0%	45.8%	44.9%
Painter	26.4%	41.7%	37.6%
Plumber/Pipefitter	24.1%	43.9%	38.3%
Roofer	28.6%	44.1%	42.4%
Sheet Metal Worker	57.1%	56.6%	56.7%
Other:			
Other Job Function1	12.5%	24.3%	21.5%
Other Job Function2	14.8%	34.2%	29.2%
Other Job Function3	10.0%	33.3%	29.1%

Percent Institutions Unionized by Carnegie

	Associate	Baccalaureate	Doctoral	K12	Masters	Research	Specialized
Administration:							
Chief Facilities Officer	12.5%	5.3%	7.1%	11.1%	11.3%	14.7%	8.3%
Assoc/Asst Chief	30.8%	11.1%	8.0%	20.0%	18.8%	13.6%	0.0%
Business/Budget Manager	0.0%	0.0%	5.0%	0.0%	23.3%	19.7%	0.0%
Human Resources Manager	0.0%	0.0%	0.0%	0.0%	10.0%	15.0%	0.0%
Training Officer	0.0%	0.0%	14.3%	0.0%	41.7%	18.2%	0.0%
Computer/Telecom Specialist	50.0%	0.0%	0.0%	0.0%	40.0%	16.7%	0.0%
Computer Programmer/Analyst	0.0%	0.0%	31.3%	0.0%	33.3%	25.4%	0.0%
Other Admin Managers	28.6%	0.0%	5.6%	0.0%	20.0%	15.7%	0.0%
Secretarial/Clerical	34.8%	13.5%	23.1%	28.6%	31.7%	33.8%	20.0%
Construction/Renovation:							
Architect/Planner	0.0%	25.0%	7.7%	0.0%	7.7%	8.9%	0.0%
Engineer	0.0%	0.0%	0.0%	0.0%	7.7%	10.2%	0.0%
Facility Planner	0.0%	0.0%	9.1%	0.0%	5.6%	7.9%	0.0%
Construction Manager	0.0%	0.0%	0.0%	0.0%	8.0%	4.7%	0.0%
Estimator/Scheduler	0.0%	0.0%	14.3%	100.0%	20.0%	8.3%	0.0%
Project Coordinator/Manager	16.7%	0.0%	17.6%	33.3%	16.7%	13.1%	0.0%
Custodial:							
Custodial Supt/Manager	0.0%	4.3%	0.0%	0.0%	6.1%	9.1%	12.5%
Custodial Supervisor/Foreman	15.0%	10.0%	0.0%	28.6%	14.3%	22.4%	11.1%
Custodial/Housekeeper	36.4%	18.8%	50.0%	20.0%	39.0%	57.4%	22.2%
Energy/Utilities:							
Utilities Director	0.0%	0.0%	20.0%	0.0%	10.5%	20.0%	0.0%
Utilities Supervisor/Manager	0.0%	14.3%	18.8%	100.0%	23.8%	25.4%	0.0%
HVAC/Controls Technician	14.3%	35.3%	47.1%	33.3%	34.9%	39.6%	33.3%
Utilities Operator/Maintenance	50.0%	35.7%	50.0%	100.0%	40.5%	37.0%	20.0%
Grounds:							
Grounds Supt/Manager	12.5%	4.8%	0.0%	0.0%	6.3%	6.5%	0.0%
Grounds Supervisor/Foreman	17.6%	16.0%	4.8%	0.0%	25.5%	18.8%	0.0%
Groundskeeper	43.5%	22.2%	48.0%	22.2%	35.5%	52.9%	12.5%
Maintenance:							
Chief Supt of Maint/Manager	15.4%	27.3%	12.5%	20.0%	21.2%	21.8%	0.0%
General Zone Maint Worker	35.3%	27.8%	50.0%	25.0%	45.7%	48.1%	40.0%
Elevator Mechanic	0.0%	0.0%	66.7%	0.0%	66.7%	47.6%	50.0%
Vehicle/Equipment Mechanic	27.3%	20.0%	47.6%	40.0%	39.6%	46.0%	25.0%
Storekeeper/Expediter	25.0%	38.5%	50.0%	50.0%	41.7%	42.3%	75.0%
Laborer	0.0%	55.6%	63.6%	0.0%	58.3%	40.9%	40.0%
Public Safety:							
Security	45.5%	8.3%	50.0%	0.0%	28.6%	57.9%	0.0%
Environmental/Safety	0.0%	0.0%	26.7%	33.3%	20.8%	39.3%	0.0%

Percent Institutions Unionized by Carnegie

	Associate	Baccalaureate	Doctoral	K12	Masters	Research	Specialized
Trades:							
Shop Supervisor/Foreman	15.4%	11.1%	8.0%	0.0%	22.0%	16.9%	11.1%
Carpenter	37.5%	20.6%	46.2%	28.6%	36.7%	53.0%	33.3%
Electrician	35.3%	16.1%	50.0%	25.0%	38.1%	53.7%	33.3%
Locksmith	25.0%	16.7%	36.4%	16.7%	35.3%	47.5%	16.7%
Machinist/Welder	60.0%	0.0%	60.0%	50.0%	45.0%	44.4%	66.7%
AC/Refrigeration	42.9%	18.2%	54.2%	40.0%	36.7%	50.8%	30.0%
Mason	0.0%	66.7%	50.0%	0.0%	40.0%	47.6%	100.0%
Painter	18.2%	14.8%	40.0%	12.5%	36.4%	55.6%	25.0%
Plumber/Pipefitter	30.8%	16.1%	43.5%	28.6%	34.5%	55.4%	22.2%
Roofer	0.0%	33.3%	25.0%	50.0%	45.5%	44.2%	50.0%
Sheet Metal Worker	0.0%	0.0%	66.7%	0.0%	80.0%	53.5%	33.3%
Other:							
Other Job Function1	9.1%	8.3%	31.3%	0.0%	22.5%	27.1%	0.0%
Other Job Function2	50.0%	0.0%	58.3%	0.0%	22.9%	35.1%	25.0%
Other Job Function3	66.7%	0.0%	40.0%	0.0%	26.7%	28.0%	50.0%

Percent Institutions Unionized by Region

	CAPPA	ERAPPA	Inter-national	MAPPA	PCAPPA	RMA	SRAPPA
Administration:							
Chief Facilities Officer	2.8%	7.8%	66.7%	20.0%	11.4%	4.2%	9.5%
Assoc/Asst Chief	4.0%	20.0%	66.7%	18.4%	14.3%	5.3%	13.8%
Business/Budget Manager	4.0%	24.2%	100.0%	23.1%	14.3%	0.0%	14.3%
Human Resources Manager	0.0%	8.3%	50.0%	27.3%	7.7%	0.0%	8.3%
Training Officer	0.0%	28.6%	0.0%	22.2%	44.4%	0.0%	22.2%
Computer/Telecom Specialist	0.0%	0.0%	100.0%	16.7%	20.0%	0.0%	33.3%
Computer Programmer/Analyst	7.1%	31.6%	50.0%	36.8%	39.1%	12.5%	16.7%
Other Admin Managers	5.3%	15.4%	50.0%	17.4%	25.0%	8.3%	7.4%
Secretarial/Clerical	5.4%	34.0%	66.7%	40.0%	57.1%	8.3%	12.5%
Construction/Renovation:							
Architect/Planner	0.0%	20.0%	33.3%	11.8%	9.1%	0.0%	0.0%
Engineer	7.7%	17.4%	0.0%	4.3%	12.5%	0.0%	0.0%
Facility Planner	9.1%	10.0%	0.0%	0.0%	8.3%	12.5%	0.0%
Construction Manager	0.0%	11.5%	0.0%	6.3%	0.0%	0.0%	0.0%
Estimator/Scheduler	0.0%	12.5%	0.0%	23.5%	40.0%	0.0%	0.0%
Project Coordinator/Manager	0.0%	22.2%	100.0%	22.7%	27.3%	0.0%	0.0%
Custodial:							
Custodial Supt/Manager	0.0%	16.7%	33.3%	5.4%	3.7%	0.0%	0.0%
Custodial Supervisor/Foreman	9.4%	27.3%	0.0%	20.0%	23.3%	0.0%	2.5%
Custodial/Housekeeper	17.6%	70.2%	33.3%	60.4%	56.3%	14.3%	7.3%
Energy/Utilities:							
Utilities Director	0.0%	30.0%	50.0%	13.0%	14.3%	0.0%	15.4%
Utilities Supervisor/Manager	4.0%	37.5%	0.0%	45.5%	17.6%	8.3%	12.5%
HVAC/Controls Technician	11.5%	45.2%	100.0%	61.3%	59.1%	0.0%	14.3%
Utilities Operator/Maintenance	17.4%	46.7%	0.0%	66.7%	68.8%	16.7%	13.6%
Grounds:							
Grounds Supt/Manager	0.0%	10.8%	33.3%	8.6%	4.3%	0.0%	0.0%
Grounds Supervisor/Foreman	6.3%	36.8%	0.0%	19.4%	36.0%	4.8%	2.6%
Groundskeeper	14.3%	70.0%	0.0%	60.0%	58.8%	13.0%	2.4%
Maintenance:							
Chief Supt of Maint/Manager	5.6%	35.7%	33.3%	18.5%	19.0%	11.1%	16.1%
General Zone Maint Worker	22.7%	75.0%	0.0%	58.6%	56.7%	7.1%	15.2%
Elevator Mechanic	0.0%	50.0%	0.0%	90.0%	50.0%	0.0%	16.7%
Vehicle/Equipment Mechanic	12.5%	55.3%	0.0%	59.3%	50.0%	15.4%	22.6%
Storekeeper/Expediter	15.0%	64.3%	0.0%	73.1%	60.0%	11.1%	16.7%
Laborer	15.4%	61.1%	0.0%	83.3%	54.5%	22.2%	20.0%
Public Safety:							
Security	13.3%	84.6%	50.0%	46.2%	33.3%	22.2%	0.0%
Environmental/Safety	5.3%	33.3%	0.0%	50.0%	72.7%	12.5%	0.0%

Percent Institutions Unionized by Region

	CAPPA	ERAPPA	Inter-national	MAPPA	PCAPPA	RMA	SRAPPA
Trades:							
Shop Supervisor/Foreman	6.5%	21.7%	33.3%	21.6%	25.8%	10.5%	2.8%
Carpenter	17.1%	72.7%	0.0%	60.0%	56.7%	9.5%	7.3%
Electrician	15.2%	64.0%	33.3%	65.0%	59.4%	9.5%	7.5%
Locksmith	12.0%	65.1%	50.0%	44.1%	48.1%	6.3%	6.5%
Machinist/Welder	23.5%	80.0%	0.0%	76.5%	75.0%	20.0%	11.8%
AC/Refrigeration	20.0%	70.0%	0.0%	66.7%	70.0%	11.1%	7.7%
Mason	12.5%	68.8%	0.0%	91.7%	83.3%	0.0%	15.0%
Painter	17.6%	62.5%	0.0%	64.5%	58.1%	10.5%	7.5%
Plumber/Pipefitter	14.7%	65.2%	50.0%	59.5%	57.1%	9.5%	7.9%
Roofer	10.0%	75.0%	0.0%	90.0%	66.7%	14.3%	11.8%
Sheet Metal Worker	20.0%	70.0%	0.0%	88.2%	90.0%	14.3%	10.0%
Other:							
Other Job Function1	8.0%	32.1%	50.0%	22.7%	50.0%	6.7%	4.3%
Other Job Function2	8.7%	35.0%	0.0%	56.3%	55.6%	20.0%	5.3%
Other Job Function3	9.1%	40.0%	0.0%	53.8%	50.0%	0.0%	11.1%

Percent Institutions Unionized by Student Enrollment

	0 - 999	1,000 - 1,999	2,000 -2,999	3,000 -4,999	5,000 -11,999	12,000 -19,999	20,000 +
Administration:							
Chief Facilities Officer	3.6%	15.2%	12.5%	4.3%	8.3%	17.5%	0.0%
Assoc/Asst Chief	11.8%	20.0%	12.5%	2.4%	12.5%	26.1%	0.0%
Business/Budget Manager	0.0%	23.1%	14.3%	7.3%	10.0%	25.0%	0.0%
Human Resources Manager	0.0%	29.4%	0.0%	3.7%	0.0%	7.7%	0.0%
Training Officer	0.0%	33.3%	0.0%	15.4%	0.0%	25.0%	0.0%
Computer/Telecom Specialist	0.0%	0.0%	0.0%	11.1%	0.0%	44.4%	0.0%
Computer Programmer/Analyst	0.0%	34.3%	0.0%	23.5%	0.0%	30.8%	0.0%
Other Admin Managers	11.1%	21.9%	0.0%	9.8%	0.0%	19.4%	0.0%
Secretarial/Clerical	7.1%	31.1%	22.7%	37.5%	26.1%	32.3%	16.7%
Construction/Renovation:							
Architect/Planner	0.0%	3.8%	0.0%	10.0%	25.0%	12.5%	0.0%
Engineer	0.0%	6.3%	0.0%	13.9%	0.0%	3.7%	0.0%
Facility Planner	0.0%	7.7%	0.0%	12.0%	0.0%	0.0%	0.0%
Construction Manager	0.0%	3.6%	0.0%	4.0%	0.0%	7.1%	0.0%
Estimator/Scheduler	0.0%	15.8%	0.0%	14.8%	0.0%	13.3%	0.0%
Project Coordinator/Manager	0.0%	18.4%	0.0%	16.7%	0.0%	16.2%	0.0%
Custodial:							
Custodial Supt/Manager	0.0%	7.7%	0.0%	6.4%	14.3%	5.9%	0.0%
Custodial Supervisor/Foreman	8.0%	25.0%	0.0%	18.8%	22.2%	10.0%	0.0%
Custodial/Housekeeper	16.7%	50.0%	21.1%	58.3%	47.6%	40.3%	0.0%
Energy/Utilities:							
Utilities Director	0.0%	17.4%	0.0%	15.2%	0.0%	22.7%	0.0%
Utilities Supervisor/Manager	11.1%	28.1%	14.3%	23.7%	10.0%	25.0%	0.0%
HVAC/Controls Technician	15.4%	36.7%	50.0%	37.8%	27.3%	45.0%	0.0%
Utilities Operator/Maintenance	16.7%	48.4%	37.5%	34.4%	41.7%	47.1%	0.0%
Grounds:							
Grounds Supt/Manager	0.0%	5.3%	10.0%	2.4%	7.1%	8.3%	0.0%
Grounds Supervisor/Foreman	4.3%	26.2%	20.0%	16.3%	23.1%	16.0%	0.0%
Groundskeeper	14.3%	45.7%	27.3%	54.2%	50.0%	39.7%	0.0%
Maintenance:							
Chief Supt of Maint/Manager	25.0%	16.7%	28.6%	13.5%	0.0%	30.6%	0.0%
General Zone Maint Worker	0.0%	36.1%	35.3%	48.7%	62.5%	52.6%	25.0%
Elevator Mechanic	0.0%	50.0%	0.0%	62.5%	0.0%	50.0%	0.0%
Vehicle/Equipment Mechanic	20.0%	41.7%	7.7%	50.0%	50.0%	43.6%	0.0%
Storekeeper/Expediter	25.0%	47.1%	50.0%	50.0%	36.4%	40.0%	50.0%
Laborer	20.0%	44.4%	28.6%	48.4%	50.0%	55.0%	33.3%
Public Safety:							
Security	8.3%	38.5%	10.0%	66.7%	25.0%	60.0%	0.0%
Environmental/Safety	0.0%	40.0%	0.0%	42.1%	0.0%	20.0%	0.0%

Percent Institutions Unionized by Student Enrollment

	0 - 999	1,000 - 1,999	2,000 -2,999	3,000 -4,999	5,000 -11,999	12,000 -19,999	20,000 +
Trades:							
Shop Supervisor/Foreman	0.0%	22.7%	17.6%	20.5%	12.5%	15.1%	0.0%
Carpenter	16.0%	50.0%	20.0%	51.1%	50.0%	39.6%	14.3%
Electrician	12.0%	51.1%	22.2%	51.1%	50.0%	40.7%	12.5%
Locksmith	5.0%	48.6%	23.1%	47.8%	42.9%	29.8%	0.0%
Machinist/Welder	50.0%	59.1%	0.0%	48.6%	60.0%	31.6%	100.0%
AC/Refrigeration	20.0%	47.4%	17.6%	48.9%	55.6%	41.7%	25.0%
Mason	33.3%	43.8%	0.0%	51.7%	40.0%	42.9%	0.0%
Painter	9.1%	50.0%	18.8%	53.3%	43.8%	33.3%	14.3%
Plumber/Pipefitter	12.5%	52.4%	16.7%	51.1%	41.2%	36.5%	16.7%
Roofer	0.0%	42.9%	0.0%	50.0%	50.0%	30.8%	0.0%
Sheet Metal Worker	0.0%	66.7%	0.0%	50.0%	100.0%	62.5%	0.0%
Other:							
Other Job Function1	11.1%	37.9%	7.7%	22.9%	11.1%	18.4%	0.0%
Other Job Function2	0.0%	45.5%	0.0%	35.5%	40.0%	26.7%	0.0%
Other Job Function3	0.0%	55.6%	0.0%	25.0%	0.0%	35.7%	0.0%

Total Staffing Cost by Institution

Salaries w/o Benefits

	Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Safety Costs
AIMS COMMUNITY COLLEGE	465,763	129,100	0	0	41,225	135,948	67,314	0	34,524	57.65
ALAMO COMMUNITY COLLEGE DISTRICT	4,062,709	127,512	316,444	1,771,532	62,878	328,928	70,131	1,370,422	14,862	
ALBUQUERQUE TECHNICAL VOCATIONAL IN	2,960,800	261,000	120,000	854,200	0	134,000	310,560	244,000	131,600	905.44
AMERICAN UNIV OF BEIRUT	0	0	0	0	0	0	0	0	0	
APPALACHIAN STATE UNIV	5,564,878	435,577	89,377	1,908,009	90,259	522,619	781,324	1,286,604	386,927	64.18
ARIZONA STATE UNIV	14,353,009	1,835,513	849,003	4,537,880	594,838	1,661,106	1,058,809	3,547,708	268,152	
ARIZONA WESTERN COLLEGE	293,300	195,300	0	48,200	27,800	0	22,000	0	0	
ARKANSAS STATE UNIV	3,927,433	347,000	108,000	980,800	64,000	529,983	392,650	1,505,000	0	
ATLANTIC CAPE COMMUNITY COLLEGE	1,478,394	169,533	0	580,301	37,352	41,922	30,594	190,130	0	428.56
AURARIA HIGHER ED CENTER	4,317,952	478,000	232,000	1,985,074	0	357,916	226,353	836,126	202,484	
BIRMINGHAM-SOUTHERN COLLEGE	1,675,101	122,162	64,440	372,540	0	176,889	82,500	237,420	53,950	565.20
BLACK HILLS STATE UNIV	717,872	129,201	0	332,112	0	64,114	36,574	138,170	0	17.70
BOISE STATE UNIV	2,656,845	256,672	160,926	1,008,229	0	119,851	395,867	650,114	65,187	
BOSTON UNIV	19,543,814	1,382,096	494,900	11,180,860	0	491,540	1,052,680	4,941,739	0	
BOWLING GREEN STATE UNIV	7,062,198	481,485	0	3,837,430	105,338	520,980	677,357	1,365,768	73,840	
BOZEMAN SCHOOL DISTRICT	964,000	83,000	0	881,000	0	0	0	0	0	
BRITISH COLUMBIA INSTITUTE OF TECHNOL	1,935,203	281,519	197,160	152,950	45,343	58,442	363,395	675,869	160,525	
BROWN UNIV	10,809,760	1,140,000	1,195,000	4,098,200	432,000	620,960	0	3,071,600	252,000	
BRYN MAWR COLLEGE	11,674,085	282,335	183,000	10,198,750	45,000	280,000	0	685,000	0	
CALIFORNIA INSTITUTE OF TECHNOLOGY	8,249,358	624,338	829,644	1,878,510	216,963	849,131	920,086	2,036,510	203,568	690.60
CALIFORNIA LUTHERAN UNIV	1,128,000	506,000	42,000	0	0	89,000	98,000	153,000	30,000	110.00
CALIFORNIA STATE UNIV/FRESNO	4,543,000	300,000	413,000	1,602,000	74,000	634,000	538,000	982,000	0	
CALIFORNIA STATE UNIV/LONG BEACH	8,270,615	913,827	853,072	929,472	352,084	947,800	664,461	2,232,971	0	1,376.92
CALIFORNIA STATE UNIV/NORTHRIDGE	7,173,683	801,894	101,426	2,441,884	267,503	552,320	562,923	1,969,706	475,947	
CALIFORNIA STATE UNIV/SACRAMENTO	5,398,351	641,799	294,271	2,067,567	208,838	607,284	419,508	832,872	108,676	217.53
CALIFORNIA STATE UNIV/SAN BERNARDINO	5,363,115	811,124	491,199	1,205,502	172,940	568,831	353,220	1,475,239	0	285.06
CALIFORNIA STATE UNIV/SAN MARCOS	1,108,534	366,792	0	77,940	144,696	0	334,426	147,672	37,008	
CAMPBELL UNIV	19,000	0	0	0	19,000	0	0	0	0	
CANTERBURY SCHOOL	566,000	95,000	0	187,000	0	118,000	0	166,000	0	
CARLETON UNIV	2,745,368	163,959	187,308	204,367	280,676	272,031	367,780	1,128,591	140,656	
CASPER COMMUNITY COLLEGE	1,176,269	147,731	0	505,356	0	111,476	151,440	245,326	14,940	
CATLIN GABEL SCHOOL	380,070	45,000	0	161,001	0	53,250	55,347	28,110	27,426	9.93
CITADEL, THE	2,648,638	239,788	119,700	35,200	152,714	318,499	388,321	901,244	100,206	392.96
CLEMSON UNIV	9,163,810	601,200	1,041,106	2,590,284	0	1,239,850	1,853,370	1,838,000	0	
COLLEGE OF SOUTHERN MARYLAND	630,000	70,000	0	292,500	0	63,000	40,500	164,000	0	
COLLEGE OF WILLIAM AND MARY	3,888,800	347,100	426,000	965,500	65,500	410,600	778,300	808,800	0	87.00
COLORADO COLLEGE	2,126,000	402,000	100,000	0	245,000	267,000	147,000	509,000	145,000	311.00

Total Staffing Cost by Institution

Salaries w/o Benefits

	Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Safety Costs
COLORADO MOUNTAIN COLLEGE	1,174,786	148,796	33,276	336,510	0	44,384	382,980	186,840	23,172	18.82
COLORADO STATE UNIV	10,503,695	1,219,743	1,081,776	3,017,148	456,616	737,324	1,079,539	2,338,545	573,004	
COLUMBIA COLLEGE	625,514	105,685	0	236,314	0	76,546	0	173,969	0	33.00
COLUMBUS PUBLIC SCHOOLS	22,531,000	331,000	454,000	16,380,000	574,000	379,000	1,373,000	2,964,000	0	76.00
CONNECTICUT COLLEGE	2,679,708	132,600	0	1,394,525	35,963	256,500	84,754	652,322	123,044	
CORNELL UNIV	0	0	0	0	0	0	0	0	0	
DALLAS THEOLOGICAL SEMINARY	0	0	0	0	0	0	0	0	0	
DARLINGTON SCHOOL	925,000	160,000	0	216,500	0	154,900	15,600	234,500	71,000	72.50
DEAN COLLEGE	700,720	191,000	75,000	38,000	40,000	25,000	77,720	254,000	0	
DENISON UNIV	2,261,386	19,935	49,126	1,253,025	102,350	187,000	66,000	558,750	25,200	
DREXEL UNIV	7,429,000	583,000	271,000	1,777,000	126,000	444,000	1,278,000	2,390,000	560,000	
EAST TENNESSEE STATE UNIV	3,999,097	423,181	56,988	1,819,941	48,157	256,797	315,859	1,002,983	75,191	
EASTERN ILLINOIS UNIV	6,866,550	475,222	314,664	1,599,290	233,248	460,806	333,632	3,374,972	74,716	
EASTERN NEW MEXICO UNIV	1,430,868	152,806	36,000	508,100	29,000	155,174	22,500	497,844	0	29.44
EMBRY-RIDDLE AERONAUTICAL UNIV	1,238,485	284,556	39,240	0	112,400	334,650	42,925	424,715	0	
EMPORIA STATE UNIV	2,561,500	287,000	59,000	776,500	88,000	257,000	120,000	558,000	76,000	340.00
FLORIDA A&M UNIV	4,784,324	780,559	70,510	1,279,883	488,475	281,194	767,640	898,248	217,815	
FROSTBURG STATE UNIV	3,238,808	283,018	65,552	1,615,251	100,680	231,834	233,627	657,500	51,346	
GEORGETOWN COLLEGE	1,006,763	119,422	0	467,713	0	172,122	23,000	224,506	0	
GEORGIA INSTITUTE OF TECHNOLOGY	11,370,397	436,301	1,267,625	3,103,322	158,679	747,830	958,384	2,781,108	0	1,917.14
GEORGIA SOUTHERN UNIV	5,523,842	519,731	581,840	1,615,733	118,940	978,803	350,159	1,300,238	58,398	
GEORGIA STATE UNIV	7,079,066	1,382,939	761,404	2,047,648	0	191,110	1,247,669	1,149,230	0	299.06
GRACELAND UNIV	826,740	102,988	0	302,843	0	83,156	39,327	247,817	0	50.60
GRINNELL COLLEGE	2,223,405	0	0	1,183,155	174,000	178,750	165,500	522,000	0	
HAMILTON COLLEGE	3,228,752	257,500	62,500	1,278,500	0	485,000	174,000	486,052	430,200	55.00
HAMLINE COLLEGE	274,915	0	0	0	41,808	53,706	80,580	98,821	0	
HARRISBURG AREA COMMUNITY COLLEGE	1,057,300	91,500	40,000	484,500	60,000	101,000	108,500	147,200	24,600	
HAVERFORD COLLEGE	1,712,900	87,900	0	690,000	98,000	164,000	36,000	525,000	112,000	
HEBREW UNION COLLEGE	696,325	101,127	0	90,085	0	0	0	0	505,113	
HENNEPIN TECHNICAL COLLEGE	1,044,437	80,311	0	523,139	0	0	227,792	213,195	0	
HOUSTON INDEPENDENT SCHOOL DISTRIC	32,006,131	562,000	70,000	18,815,000	77,000	2,272,000	563,000	9,485,131	112,000	50.00
HUNTINGTON COLLEGE	208,000	63,000	0	0	0	0	84,000	61,000	0	
IDAHO STATE UNIV	3,916,046	529,342	168,665	1,151,848	260,914	308,708	405,454	637,127	95,784	358.20
INDIANA UNIV	19,748,955	1,755,810	454,625	6,301,818	522,191	1,488,800	2,356,259	5,366,322	1,503,130	
INDIANA UNIV- PURDUE UNIV/INDIANAPOLIS	8,964,244	713,989	183,096	4,744,571	136,844	576,941	607,596	1,893,882	107,225	
IOWA STATE UNIV	11,731,063	2,268,791	1,287,091	2,730,666	484,168	1,254,319	1,554,832	1,595,687	555,509	
JAMES MADISON UNIV	6,604,326	756,397	348,572	2,381,875	267,935	808,475	1,102,488	859,126	79,458	

Total Staffing Cost by Institution

Salaries w/o Benefits

	Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Safety Costs
JOHN BROWN UNIV	766,341	102,500	0	292,645	66,520	100,920	68,640	81,120	0	54.99
JOHNS HOPKINS UNIV	7,052,130	886,800	651,100	2,903,580	248,900	458,100	439,900	1,463,750	0	
JOHNSON C SMITH UNIV	1,260,000	142,000	0	648,000	0	206,000	144,000	120,000	0	
JOHNSON COUNTY COMMUNITY COLLEGE	2,745,498	225,996	34,458	1,460,406	0	124,558	702,752	166,749	30,579	
KANSAS STATE UNIV	10,248,098	1,317,436	387,074	2,663,886	187,156	612,740	1,783,717	2,646,093	466,323	183.67
LAKELAND COMMUNITY COLLEGE	1,220,250	160,000	0	639,000	0	73,750	347,500	0	0	
LE MOYNE COLLEGE	0	0	0	0	0	0	0	0	0	
LEWIS AND CLARK COLLEGE	1,189,100	290,000	49,000	0	98,700	269,650	159,000	322,750	0	
LINFIELD COLLEGE	1,120,301	195,848	45,900	358,374	61,172	138,653	94,880	225,474	0	
LONGWOOD COLLEGE	1,712,634	152,541	93,397	356,435	114,126	252,103	240,691	503,341	0	
LOUDOUN COUNTY PUBLIC SCHOOLS	6,100,071	237,194	0	4,396,544	0	95,232	554,276	743,425	73,400	
LOYOLA COLLEGE/MARYLAND	2,691,227	301,275	118,802	1,088,101	0	190,400	573,184	259,265	160,200	
MARQUETTE UNIV	3,105,098	405,000	168,000	1,242,323	101,655	315,900	34,500	733,720	104,000	
MEMORIAL UNIV OF NEWFOUNDLAND	6,547,000	599,000	37,000	2,471,500	303,000	212,000	539,000	962,500	0	1,423.00
MERRIMACK COLLEGE	949,000	99,000	0	0	35,000	185,000	285,000	185,000	160,000	
MESA STATE COLLEGE	1,475,952	138,642	53,494	684,805	32,293	83,596	92,634	390,488	0	
MIAMI UNIV	10,393,988	893,415	990,743	2,990,372	235,906	1,437,167	1,009,714	2,521,936	143,207	171.52
MICHIGAN STATE UNIV	21,679,796	1,738,797	1,530,471	5,363,501	1,099,731	987,400	2,771,425	5,430,561	2,757,910	
MICHIGAN TECHNOLOGICAL UNIV	2,473,500	319,000	210,000	848,000	138,000	244,500	58,000	384,000	0	272.00
MIDDLESEX COUNTY COLLEGE	3,006,000	119,000	101,000	772,000	86,000	337,000	192,000	826,000	153,000	420.00
MILLSAPS COLLEGE	987,800	80,000	0	393,800	0	242,000	91,000	181,000	0	
MORAVIAN COLLEGE	1,611,533	154,885	21,965	921,325	50,373	117,771	25,435	250,463	69,316	
MUSKINGUM COLLEGE	661,840	146,221	0	248,535	0	68,405	198,679	0	0	
NATIONAL LOUIS UNIV	1,056,000	60,000	0	666,000	0	0	330,000	0	0	
NEW MEXICO STATE UNIV	6,124,112	779,089	635,336	1,506,083	94,874	470,054	556,767	1,866,222	68,075	147.61
NORMANDALE COMMUNITY COLLEGE	1,622,655	144,403	0	635,688	0	87,090	513,895	145,056	0	96.52
NORTH CAROLINA STATE UNIV	16,671,100	2,274,100	1,982,900	4,069,900	413,900	1,024,900	1,481,000	1,554,000	3,870,400	
NORTH DAKOTA STATE UNIV	3,268,150	546,650	0	1,278,300	127,900	229,300	116,800	803,800	61,600	103.80
NORTHEASTERN ILLINOIS UNIV	3,809,013	255,924	165,492	1,303,196	992,340	215,628	0	366,929	0	509.50
NORTHEASTERN UNIV	0	0	0	0	0	0	0	0	0	
NORWICH UNIV	1,659,358	104,775	92,540	633,200	60,960	186,400	39,680	356,802	0	185.00
OHIO UNIV	10,137,985	833,181	360,621	4,210,907	530,101	782,032	721,868	2,099,961	379,563	219.75
OHIO WESLEYAN UNIV	1,434,730	76,899	0	709,435	0	66,996	23,275	510,910	47,216	
OREGON STATE UNIV	4,983,070	831,855	674,817	147,276	165,024	316,640	637,326	1,328,582	734,538	147.01
PENNSYLVANIA STATE UNIV/PARK	23,573,385	3,602,410	3,659,600	7,556,375	309,000	1,313,000	1,884,000	3,435,000	0	1,814.00
PHILLIPS EXETER ACADEMY	0	0	0	0	0	0	0	0	0	
PHOENIX COLLEGE	1,283,312	98,975	65,373	563,776	0	265,192	23,543	266,453	0	

Total Staffing Cost by Institution

Salaries w/o Benefits

	Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Safety Costs
PIMA COUNTY COMMUNITY COLLEGE	5,018,842	631,884	166,371	311,191	280,694	284,630	545,789	952,521	496,330	1,349.43
PITTSBURG STATE UNIV	2,616,933	132,783	0	675,995	63,188	326,223	143,427	1,105,022	170,296	
PORTLAND STATE UNIV	2,136,307	469,508	245,688	0	66,312	153,619	212,269	744,548	207,811	36.55
PUNAHOU SCHOOL	2,528,000	276,000	0	1,176,000	0	383,000	0	441,000	0	252.00
PURDUE UNIV	35,516,973	3,742,040	3,575,505	5,391,600	1,182,482	1,723,570	4,006,354	6,613,850	4,314,512	4,967.06
QUEEN'S UNIV	7,200,000	460,000	605,000	3,298,000	254,000	224,000	357,000	2,002,000	0	
RADFORD UNIV	3,714,794	320,015	186,027	1,360,621	0	281,105	247,718	944,493	277,598	97.21
RARITAN VALLEY COMMUNITY COLLEGE	450,675	153,300	0	19,000	0	74,900	143,475	60,000	0	
REED COLLEGE	1,586,474	104,000	0	849,800	40,519	123,100	210,016	63,139	0	195.90
REND LAKE COLLEGE	707,557	129,952	0	275,401	0	52,821	94,852	128,531	0	26.00
RHODES COLLEGE	1,687,600	151,000	0	777,000	0	195,800	134,800	429,000	0	
RICE UNIV	6,356,034	548,934	1,214,350	1,393,450	325,900	479,900	369,300	1,835,200	189,000	
ROCHESTER INSTITUTE OF TECHNOLOGY	5,690,875	650,800	360,800	2,129,875	96,100	308,200	843,000	1,096,800	205,300	
ROCKWELL CITY/LYTTON COMMUNITY SCH	93,000	31,000	31,000	31,000	0	0	0	0	0	
ROCKY MOUNTAIN COLLEGE	299,415	55,809	0	131,830	0	29,349	0	82,427	0	
RUTGERS THE STATE UNIV OF NEW JERSEY	30,266,718	3,340,876	1,251,250	9,865,755	1,423,734	2,702,519	3,556,815	6,718,362	1,407,404	
SAINT JOSEPH'S COLLEGE	977,774	122,796	0	334,260	79,302	94,702	23,275	261,039	0	62.40
SAINT JOSEPH'S UNIV/PHILADELPHIA	1,088,258	40,000	0	0	72,716	211,035	189,230	423,408	139,869	12.00
SAINT MARY'S COLLEGE/NOTRE DAME	1,845,505	127,000	0	861,845	66,400	57,300	52,000	302,400	0	378.56
SANTA CLARA UNIV	3,736,784	412,462	225,653	1,122,552	0	531,923	605,263	649,754	189,177	
SANTA CLARITA COMMUNITY COLLEGE	1,495,000	185,000	0	548,000	0	186,000	360,000	0	0	216.00
SAUK VALLEY COMMUNITY COLLEGE	421,954	26,186	0	143,302	0	42,909	127,149	0	0	82.40
SCHOOL OF THE ART INSTITUTE/CHICAGO	1,592,500	343,500	0	703,000	0	0	0	546,000	0	
SCHOOLCRAFT COLLEGE	1,639,950	122,050	49,600	771,800	0	207,600	206,200	243,000	39,700	
SHAWNEE STATE UNIV	949,795	152,399	0	466,900	37,360	90,232	173,610	29,294	0	
SIENA HEIGHTS UNIV	407,500	48,000	0	254,500	0	0	83,000	22,000	0	
SINCLAIR COMMUNITY COLLEGE	4,066,643	227,308	195,131	1,509,856	95,504	194,186	172,516	795,557	0	876.58
SOUTH DAKOTA STATE UNIV	2,850,920	307,332	222,757	935,655	162,380	24,571	91,558	723,748	244,995	137.92
SOUTHERN ILLINOIS UNIV/CARBONDALE	14,937,390	921,189	888,779	4,005,844	369,949	1,088,680	1,452,916	6,210,033	0	
SOUTHERN ILLINOIS UNIV/EDWARDSVILLE	3,447,434	360,514	171,232	1,199,825	276,163	528,413	115,024	796,265	0	
SOUTHERN OREGON UNIV	1,332,048	166,230	0	502,940	63,316	202,541	98,922	240,284	57,816	
SOUTHWEST MISSOURI STATE UNIV	4,390,787	200,569	352,233	1,826,008	63,894	425,233	699,486	759,828	63,536	
STANFORD UNIV	13,591,353	2,618,938	1,871,936	0	1,180,000	2,452,072	888,183	4,285,198	295,026	
STATE UNIV NEW YORK/BROCKPORT	4,662,500	538,000	83,000	1,825,500	288,000	348,000	802,000	683,000	60,000	35.00
STATE UNIV OF NEW YORK/BUFFALO	13,747,398	1,509,124	1,072,483	3,134,945	749,719	454,893	2,804,903	2,146,536	766,402	1,108.39
STATE UNIV OF NEW YORK/PURCHASE COL	3,056,549	255,000	65,000	1,664,879	80,503	186,081	344,108	460,978	0	
STATE UNIV OF NEW YORK/STONY BROOK	13,396,850	1,505,700	980,000	4,303,200	1,610,300	430,000	742,250	1,379,600	0	2,445.80

Total Staffing Cost by Institution

Salaries w/o Benefits

	Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Safety Costs
STATE UNIV OF WEST GEORGIA	3,811,380	497,000	279,206	1,054,000	46,000	343,974	801,000	690,200	60,000	40.00
STONEHILL COLLEGE	3,274,010	442,900	0	1,263,984	81,634	262,819	264,459	445,752	0	512.46
TARLETON STATE UNIV	1,756,301	117,800	148,800	593,000	86,150	96,400	231,200	482,951	0	
TENNESSEE STATE UNIV	2,490,430	639,430	272,000	154,000	48,000	217,000	282,000	755,000	71,000	52.00
TEXAS A&M/CORPUS CHRISTI	1,790,100	369,400	75,200	644,000	167,000	234,000	58,500	200,000	0	42.00
THE UNIV OF TEXAS/SAN ANTONIO	3,878,656	296,762	236,074	1,468,334	169,030	336,641	569,371	626,646	175,798	
THUNDERBIRD/GRAD SCH OF INT MGT	1,217,410	353,530	121,000	69,100	159,160	60,700	36,050	180,800	0	237.07
TOWSON UNIV	3,521,625	794,000	448,125	0	131,000	351,000	1,016,000	781,500	0	
TRINITY UNIV	2,173,820	293,300	33,700	33,650	32,260	498,228	164,020	434,487	111,550	572.62
UNIV OF AKRON	6,000,758	608,538	233,396	1,680,802	56,558	378,915	307,006	2,012,003	723,540	
UNIV OF ALABAMA/TUSCALOOSA	9,452,521	557,700	665,700	3,344,330	161,821	656,805	758,570	3,307,595	0	
UNIV OF ALASKA/ANCHORAGE	3,159,109	299,742	446,000	484,427	132,000	226,182	142,200	1,428,558	0	
UNIV OF ARKANSAS/FAYETTEVILLE	8,107,745	636,886	349,377	1,594,006	253,521	259,655	764,135	3,613,773	180,872	455.52
UNIV OF CALIFORNIA/BERKELEY	18,226,132	1,517,200	1,173,600	6,469,100	384,600	1,930,100	2,041,732	4,285,500	226,800	197.50
UNIV OF CALIFORNIA/DAVIS	8,168,270	1,214,088	340,585	3,389,729	0	1,833,752	0	0	0	1,390.11
UNIV OF CALIFORNIA/LOS ANGELES	28,939,648	1,957,684	608,400	5,411,200	2,481,504	1,778,900	4,213,400	12,488,560	0	
UNIV OF CENTRAL ARKANSAS	2,487,000	355,000	49,000	957,000	113,000	402,000	112,000	399,000	100,000	
UNIV OF CENTRAL OKLAHOMA	2,552,796	370,576	102,000	125,200	0	234,180	0	1,020,236	61,390	639.21
UNIV OF COLORADO HEALTH SCIENCES CE	6,830,840	713,572	143,088	1,728,228	165,688	289,296	1,894,476	880,678	146,988	868.82
UNIV OF DELEWARE	13,320,754	1,876,595	646,150	5,108,480	1,540,638	994,696	532,989	2,521,206	100,000	
UNIV OF GEORGIA	20,738,567	1,767,722	683,549	6,647,120	148,105	844,006	1,844,748	7,415,742	1,387,575	
UNIV OF GUELPH	11,251,599	1,076,716	752,212	5,008,976	313,810	661,200	1,342,700	2,095,985	0	
UNIV OF HONG KONG	9,041,013	980,844	1,440,127	1,428,351	0	534,583	1,047,824	2,485,214	425,222	698.84
UNIV OF HOUSTON/CLEAR LAKE	2,708,010	189,450	52,200	525,215	119,889	266,117	121,817	547,640	80,657	806.02
UNIV OF IDAHO	4,945,157	634,695	657,651	1,501,611	354,824	460,266	365,159	970,951	0	
UNIV OF ILLINOIS/URBANA-CHAMPAIGN	39,351,932	2,293,485	1,533,404	9,437,711	1,042,363	1,643,277	3,355,702	18,796,786	1,250,204	
UNIV OF IOWA	17,394,678	2,627,243	2,127,298	5,198,364	998,384	1,129,928	1,582,903	3,002,992	164,425	563.14
UNIV OF KENTUCKY	11,994,052	1,166,543	671,886	3,432,772	214,462	1,233,376	1,369,516	2,943,064	962,433	
UNIV OF MANCHESTER INST SCI & TECH	2,993,197	520,737	103,155	218,789	61,878	16,347	156,504	1,264,592	65,870	585.32
UNIV OF MANITOBA	9,503,190	587,760	567,572	3,662,576	299,168	383,836	431,980	2,317,871	644,028	608.40
UNIV OF MARYLAND/BALTIMORE	10,019,400	1,346,100	1,042,000	3,499,000	100,800	49,000	1,957,000	1,991,000	34,500	
UNIV OF MARYLAND/EASTERN SHORE	2,968,281	292,000	242,388	914,400	0	363,000	52,360	714,133	390,000	
UNIV OF MEMPHIS	6,084,286	793,789	243,924	2,195,694	117,324	764,205	519,824	1,314,755	78,156	56.61
UNIV OF MIAMI	3,736,132	0	0	1,155,024	113,925	786,382	1,423,080	257,721	0	
UNIV OF MICHIGAN/ANN ARBOR	36,487,327	2,461,161	829,368	10,011,810	742,463	2,136,097	3,597,728	16,708,700	0	
UNIV OF MINNESOTA/TWIN CITIES	50,603,143	4,949,317	2,893,466	14,670,935	628,492	646,512	7,555,176	16,951,065	1,564,098	744.08
UNIV OF MISSOURI/COLUMBIA	17,706,143	2,715,035	3,237,712	2,959,057	1,722,149	1,092,727	1,500,543	4,142,947	154,266	181.70

Total Staffing Cost by Institution

Salaries w/o Benefits

	Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Safety Costs
UNIV OF MISSOURI/ROLLA	3,448,265	449,215	168,316	1,165,084	234,072	188,611	214,614	976,581	51,771	
UNIV OF MISSOURI/ST LOUIS	4,277,380	850,700	620,000	1,268,000	138,000	276,600	398,000	174,100	0	551.98
UNIV OF MONTANA	4,167,400	470,732	238,834	833,422	73,677	218,954	357,241	1,211,809	294,051	468.48
UNIV OF NEBRASKA/KEARNEY	1,695,132	121,482	72,000	681,550	106,300	238,600	45,500	227,900	37,300	164.50
UNIV OF NEVADA/LAS VEGAS	9,096,420	505,000	546,000	3,755,420	525,000	1,420,000	1,027,000	1,094,000	224,000	
UNIV OF NEVADA/RENO	7,942,759	651,602	336,039	2,203,000	1,442,482	1,039,340	412,699	1,685,938	171,659	
UNIV OF NEW MEXICO	7,897,020	703,054	556,283	2,222,920	383,489	1,015,059	891,611	1,926,592	198,012	
UNIV OF NORTH CAROLINA/CHAPEL HILL	25,905,129	2,750,416	1,427,624	6,045,963	2,761,881	1,255,208	2,649,766	4,474,882	675,279	3,864.11
UNIV OF NORTH CAROLINA/GREENSBORO	5,266,046	561,854	254,096	1,689,930	475,290	538,000	508,135	1,169,435	0	69.30
UNIV OF NORTH CAROLINA/WILMINGTON	3,451,208	350,798	279,095	1,060,502	103,854	461,435	115,412	886,677	57,805	135.54
UNIV OF NORTH DAKOTA	6,447,816	465,976	194,410	2,485,009	175,776	370,271	782,910	1,684,508	242,478	46.47
UNIV OF NORTH TEXAS	6,536,939	626,130	273,123	1,578,720	147,000	550,600	369,000	1,245,500	334,466	1,412.40
UNIV OF NORTH TEXAS HEALTH SCIENCE C	1,853,504	259,894	97,280	777,200	282,517	25,859	145,866	264,888	0	
UNIV OF NORTHERN COLORADO	4,123,762	380,162	326,000	1,502,000	333,000	385,600	274,000	923,000	0	
UNIV OF NORTHERN IOWA	6,272,406	340,360	757,600	1,455,010	355,847	469,098	507,190	1,162,309	388,072	836.29
UNIV OF NOTRE DAME	0	0	0	0	0	0	0	0	0	
UNIV OF PITTSBURGH	13,394,921	923,435	1,278,441	5,172,225	146,775	549,084	1,551,125	3,566,888	206,948	
UNIV OF RHODE ISLAND	5,511,906	618,162	304,243	2,079,173	360,990	688,704	138,518	1,199,052	123,064	
UNIV OF RICHMOND	3,589,436	97,548	77,020	1,703,902	124,715	346,379	237,928	964,754	0	37.19
UNIV OF ROCHESTER	18,849,341	1,171,373	1,176,636	7,565,675	213,677	459,462	3,657,219	1,981,319	1,077,352	1,545.62
UNIV OF SAINT THOMAS	3,291,000	185,000	0	2,203,000	0	160,000	0	681,000	0	62.00
UNIV OF SOUTH CAROLINA/SPARTANBURG	874,000	80,000	67,000	320,000	0	88,000	117,000	202,000	0	
UNIV OF SOUTHERN CALIFORNIA	0	0	0	0	0	0	0	0	0	
UNIV OF SOUTHERN MAINE	2,912,587	344,648	139,910	1,618,456	125,559	171,444	123,992	342,982	0	45.69
UNIV OF TENNESSEE	7,778,589	1,132,092	221,294	867,260	452,988	528,519	1,853,245	2,635,509	0	87.69
UNIV OF TENNESSEE/CHATTANOOGA	1,901,120	323,135	24,000	706,813	110,797	136,347	135,878	378,168	85,982	
UNIV OF TEXAS MEDICAL BRANCH	9,717,280	1,249,000	1,004,000	0	256,000	398,000	3,987,000	0	159,000	2,664.28
UNIV OF TEXAS/AUSTIN	24,781,943	3,318,474	2,255,519	7,074,470	2,179,534	1,436,676	2,087,385	4,981,150	595,351	853.38
UNIV OF TEXAS/PERMIAN BASIN	663,700	145,600	56,000	0	58,000	207,500	20,000	158,100	0	18.50
UNIV OF TULSA	1,459,000	280,000	80,000	0	0	0	170,000	929,000	0	
UNIV OF UTAH	6,586,200	643,600	205,000	1,411,000	515,300	702,900	299,600	2,431,200	377,600	
UNIV OF VERMONT	5,171,427	741,592	34,798	1,947,907	290,958	306,680	302,200	1,160,840	318,712	67.74
UNIV OF VICTORIA	6,748,559	438,300	356,000	2,625,100	0	760,133	76,000	2,297,826	148,000	47.20
UNIV OF VIRGINIA	21,496,889	2,531,398	3,099,773	2,790,713	765,528	3,750,362	1,791,753	6,463,946	70,724	232.69
UNIV OF WASHINGTON	32,209,195	3,248,875	1,558,578	7,510,258	1,542,739	1,101,336	2,284,062	11,949,193	1,716,585	1,297.56
UNIV OF WASHINGTON HOSPITAL	1,620,660	241,560	0	0	0	0	552,900	826,200	0	
UNIV OF WESTERN ONTARIO	9,602,707	562,434	0	4,862,430	189,016	494,025	449,978	2,278,676	0	766.14

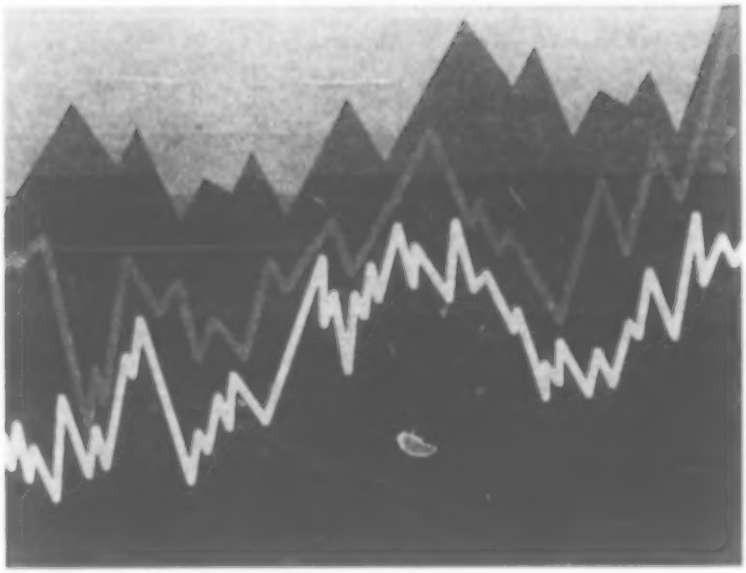
Total Staffing Cost by Institution

Salaries w/o Benefits

	Total Costs	Admin Costs	Constr Costs	Cust Costs	Energy Costs	Grounds Costs	Maint Costs	Trades Costs	Other Costs	Safety Costs
UNIV OF WINDSOR	2,772,500	129,500	338,000	572,300	253,000	190,000	446,800	842,900	0	
UNIV OF WISCONSIN/LA CROSSE	2,640,567	221,669	93,781	1,079,971	78,512	228,377	354,818	583,439	0	
UNIV OF WISCONSIN/MADISON	31,380,985	1,570,905	1,447,403	7,519,752	221,244	933,474	1,657,278	10,939,804	2,681,513	4,409.61
UNIV OF WYOMING	3,531,022	374,220	113,880	1,466,453	67,158	92,912	154,080	1,169,739	92,580	
UPPER MORELAND SCHOOL DISTRICT	1,026,083	115,800	0	562,000	0	130,000	32,000	186,283	0	
VALPARAISO UNIV	1,126,035	158,600	0	0	0	389,070	25,937	552,428	0	
VIRGINIA INSTITUTE OF MARINE SCIENCE	925,100	134,440	52,787	191,701	0	71,324	103,335	272,776	0	98.73
VIRGINIA POLYTECHNIC INSTITUTE & STATE	9,122,414	880,992	811,854	2,188,670	699,912	765,759	952,005	2,153,847	161,175	508.20
WASHINGTON STATE UNIV	11,413,000	589,000	1,084,000	3,222,000	509,000	430,000	2,781,000	2,798,000	0	
WAYNE STATE UNIV	10,841,270	508,838	409,376	4,403,644	232,803	604,445	382,290	1,912,513	2,387,361	
WEST LIBERTY STATE COLLEGE	1,030,342	116,439	0	167,333	0	168,384	52,272	171,989	134,335	219.59
WEST VIRGINIA UNIV	8,086,033	512,483	440,656	2,736,858	154,677	945,458	1,295,750	2,000,151	0	
WESTERN CAROLINA UNIV	2,351,233	405,175	157,075	1,023,010	107,070	393,457	174,765	941,651	104,964	54.06
WESTERN ILLINOIS UNIV	9,448,410	497,572	683,073	4,661,903	633,374	524,702	332,537	2,110,433	0	4.81
WESTERN KENTUCKY UNIV	4,067,000	249,000	240,000	1,691,000	106,000	408,000	410,000	963,000	0	
WHEATON COLLEGE	3,359,739	217,900	205,000	1,242,250	160,944	139,800	174,662	1,014,318	204,865	
WHITMAN COLLEGE	1,382,100	111,000	41,300	641,000	62,000	181,000	55,400	290,400	0	
WICHITA STATE UNIV	6,257,112	342,000	323,000	1,755,000	105,000	398,602	631,900	1,423,000	0	1,278.51
WILLAMETTE UNIV	2,150,200	111,000	0	1,151,700	100,000	234,300	142,500	340,700	70,000	
WILLIAM JEWELL COLLEGE	1,158,176	20,100	0	430,563	34,866	120,641	27,127	387,077	0	137.80
WILLIAMS COLLEGE	5,100,125	455,100	403,075	1,848,100	106,650	527,200	213,400	1,208,500	261,500	76.60
WITTENBERG UNIV	1,007,000	111,000	0	0	0	190,000	90,000	616,000	0	
WORCESTER POLYTECH INSTITUTE	2,738,150	317,000	60,000	1,249,350	77,500	344,600	0	632,500	0	57.20
XAVIER UNIV/CINCINNATI	1,737,000	320,500	46,000	429,000	42,000	192,500	49,000	422,000	236,000	
YAVAPAI COLLEGE	1,060,764	226,084	0	384,056	35,306	81,050	147,225	153,102	0	33.94
YORK UNIV	9,975,285	406,513	449,898	4,764,688	46,155	928,162	1,397,912	2,313,073	68,884	

Section IV

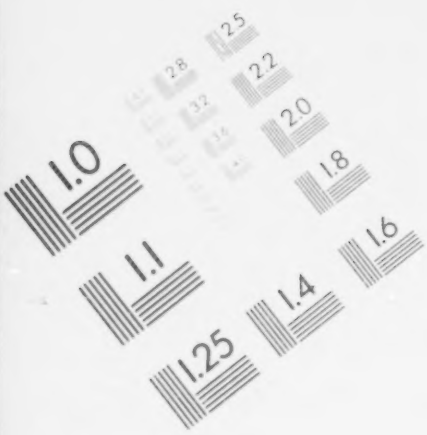
Appendices

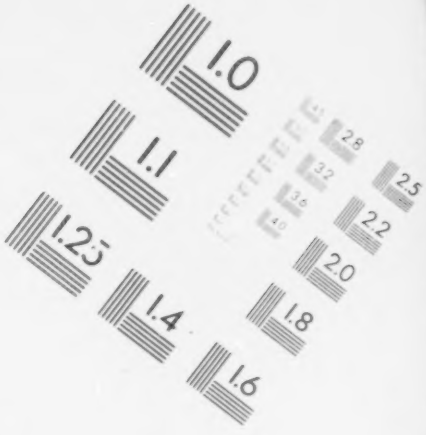
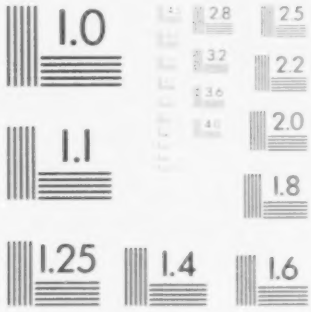


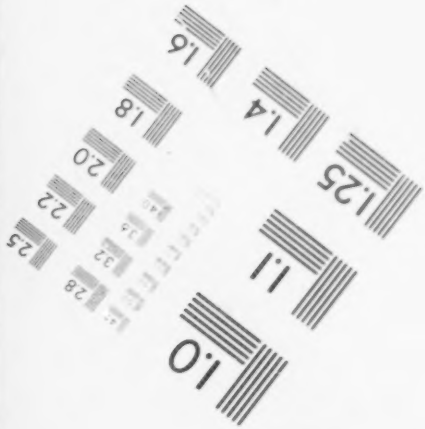
Alphabetical List of Institutions

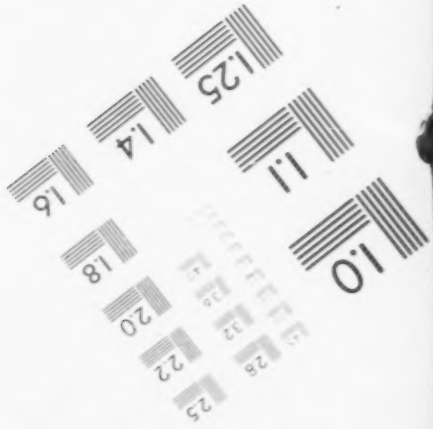
Appendix A

Institution	State	Fundin	Enrollment	Gross sq. ft.	Grnd acres	Type	Region
AIMS COMMUNITY COLLEGE	CO	Public	3,848	381,300	254	Associate of Arts	RMA
ALAMO COMMUNITY COLLEGE DISTRICT	TX	Public	37,513	2,394,358	411	Associate of Arts	CAPPA
ALBUQUERQUE TECHNICAL VOCATIONAL IN	NM	Public	8,746	1,084,320	121	Associate of Arts	RMA
AMERICAN UNIV OF BEIRUT	LE	Private	5,300	1,975,290	72	Research	International
APPALACHIAN STATE UNIV	NC	Public	11,633	3,302,747	1,114	Master's	SRAPPA
ARIZONA STATE UNIV	AZ	Public	39,295	10,687,700	731	Research	RMA
ARIZONA WESTERN COLLEGE	AZ	Public	3,360	470,500	458	Associate of Arts	RMA
ARKANSAS STATE UNIV	AR	Public	8,483	2,920,331	2,007	Master's	CAPPA
ATLANTIC CAPE COMMUNITY COLLEGE	NJ	Public	1,499	350,247	562	Associate of Arts	ERAPPA
AURARIA HIGHER ED CENTER	CO	Public	20,612	2,174,765	127	Specialized	RMA
BIRMINGHAM-SOUTHERN COLLEGE	AL	Private	1,920	928,574	192	Baccalaureate	SRAPPA
BLACK HILLS STATE UNIV	SD	Public	2,920	728,699	123	Baccalaureate	CAPPA
BOISE STATE UNIV	ID	Public	16,209	2,804,299	310	Master's	PCAPPA
BOSTON UNIV	MA	Private	22,730	9,900,232	0	Research	ERAPPA
BOWLING GREEN STATE UNIV	OH	Public	15,865	4,988,995	1,200	Doctoral	MAPPA
BOZEMAN SCHOOL DISTRICT	MT	Public	5,058	750,000	137	K-12	RMA
BRITISH COLUMBIA INSTITUTE OF TECHNOL	BC	Public	15,134	2,330,604	142	Associate of Arts	PCAPPA
BROWN UNIV	RI	Private	7,333	5,600,000	149	Research	ERAPPA
BRYN MAWR COLLEGE	PA	Private	1,520	1,260,000	138	Baccalaureate	ERAPPA
CALIFORNIA INSTITUTE OF TECHNOLOGY	CA	Private	1,889	3,278,589	125	Research	PCAPPA
CALIFORNIA LUTHERAN UNIV	CA	Private	2,766	465,000	290	Master's	PCAPPA
CALIFORNIA STATE UNIV/FRESNO	CA	Public	17,000	2,279,867	324	Master's	PCAPPA
CALIFORNIA STATE UNIV/LONG BEACH	CA	Public	22,836	4,076,366	243	Master's	PCAPPA
CALIFORNIA STATE UNIV/NORTHRIDGE	CA	Public	21,440	3,993,139	353	Master's	PCAPPA
CALIFORNIA STATE UNIV/SACRAMENTO	CA	Public	19,309	2,864,407	282	Master's	PCAPPA
CALIFORNIA STATE UNIV/SAN BERNARDINO	CA	Public	11,124	1,480,195	430	Master's	PCAPPA
CALIFORNIA STATE UNIV/SAN MARCOS	CA	Public	3,892	438,380	307	Master's	PCAPPA
CAMPBELL UNIV	NC	Private	3,200	1,137,530	1,600	Master's	SRAPPA
CANTERBURY SCHOOL	CT	Private	352	650,000	165	K-12	ERAPPA
CARLETON UNIV	ONT	Public	13,051	3,122,793	152	Doctoral	ERAPPA
CASPER COMMUNITY COLLEGE	WY	Public	8,100	730,000	200	Associate of Arts	RMA
CATLIN GABEL SCHOOL	OR	Private	870	173,289	54	K-12	PCAPPA
CITADEL, THE	SC	Public	2,920	1,393,737	240	Master's	SRAPPA
CLEMSON UNIV	SC	Public	15,685	5,934,700	1,600	Research	SRAPPA
COLLEGE OF SOUTHERN MARYLAND	MD	Public	6,400	391,082	300	Associate of Arts	ERAPPA
COLLEGE OF WILLIAM AND MARY	VA	Public	7,590	3,062,713	1,058	Doctoral	SRAPPA
COLORADO COLLEGE	CO	Private	1,933	2,000,000	470	Baccalaureate	RMA
COLORADO MOUNTAIN COLLEGE	CO	Public	2,711	680,000	1,000	Associate of Arts	RMA
COLORADO STATE UNIV	CO	Public	20,145	8,305,069	1,590	Research	RMA
COLUMBIA COLLEGE	MO	Private	5,172	346,936	28	Baccalaureate	CAPPA
COLUMBUS PUBLIC SCHOOLS	OH	Public	64,339	10,000,000	1,600	K-12	MAPPA
CONNECTICUT COLLEGE	CT	Private	1,717	1,386,731	750	Baccalaureate	ERAPPA
CORNELL UNIV	NY	Private	19,660	16,535,683	740	Research	ERAPPA
DALLAS THEOLOGICAL SEMINARY	TX	Private	1,601	350,000	20	Specialized	CAPPA
DARLINGTON SCHOOL	GA	Private	920	360,540	420	K-12	SRAPPA
DEAN COLLEGE	MA	Private	1,100	1,000,000	105	Associate of Arts	ERAPPA









MANUFACTURED TO AIIM STANDARDS
BY APPLIED IMAGE, INC.

Institution	State	Fundin	Enroll-ment	Gross sq. ft.	Grnd acres	Type	Region
DENISON UNIV	OH	Private	2,081	1,524,000	1,200	Baccalaureate	MAPPA
DREXEL UNIV	PA	Private	11,256	2,606,239	39	Doctoral	ERAPPA
EAST TENNESSEE STATE UNIV	TN	Public	9,401	2,822,999	366	Master's	SRAPPA
EASTERN ILLINOIS UNIV	IL	Public	10,495	3,055,728	320	Master's	MAPPA
EASTERN NEW MEXICO UNIV	NM	Public	2,905	1,302,601	57	Master's	RMA
EMBRY-RIDDLE AERONAUTICAL UNIV	FL	Private	4,445	1,153,988	164	Master's	SRAPPA
EMPORIA STATE UNIV	KS	Public	4,598	1,663,080	544	Master's	CAPPA
FLORIDA A&M UNIV	FL	Public	9,796	2,838,643	762	Master's	SRAPPA
FROSTBURG STATE UNIV	MD	Public	4,360	1,345,766	261	Master's	ERAPPA
GEORGETOWN COLLEGE	KY	Private	1,672	784,915	104	Baccalaureate	SRAPPA
GEORGIA INSTITUTE OF TECHNOLOGY	GA	Public	14,075	9,251,636	306	Research	SRAPPA
GEORGIA SOUTHERN UNIV	GA	Public	14,476	2,787,783	635	Master's	SRAPPA
GEORGIA STATE UNIV	GA	Public	18,798	5,479,692	377	Doctoral	SRAPPA
GRACELAND UNIV	IA	Private	1,839	556,745	170	Baccalaureate	MAPPA
GRINNELL COLLEGE	IA	Private	1,300	1,200,000	120	Baccalaureate	MAPPA
HAMILTON COLLEGE	NY	Private	1,700	1,576,707	1,282	Baccalaureate	ERAPPA
HAMLINE COLLEGE	MN	Private	3,105	931,750	45	Baccalaureate	MAPPA
HARRISBURG AREA COMMUNITY COLLEGE	PA	Public	6,368	615,099	275	Associate of Arts	ERAPPA
HAVERFORD COLLEGE	PA	Private	1,147	1,267,000	212	Baccalaureate	ERAPPA
HEBREW UNION COLLEGE	OH	Private	401	228,900	20	Specialized	MAPPA
HENNEPIN TECHNICAL COLLEGE	MN	Public	3,451	800,000	240	Specialized	MAPPA
HOUSTON INDEPENDENT SCHOOL DISTRIC	TX	Public	210,000	24,225,207	0	K-12	CAPPA
HUNTINGTON COLLEGE	IN	Private	912	600,000	160	Baccalaureate	MAPPA
IDAHO STATE UNIV	ID	Public	9,491	2,856,097	1,000	Doctoral	PCAPPA
INDIANA UNIV	IN	Public	30,971	13,367,078	1,878	Research	MAPPA
INDIANA UNIV- PURDUE UNIV/INDIANAPOLIS	IN	Public	18,874	8,488,304	511	Doctoral	MAPPA
IOWA STATE UNIV	IA	Public	26,110	11,725,686	2,673	Research	MAPPA
JAMES MADISON UNIV	VA	Public	14,814	4,130,146	472	Master's	SRAPPA
JOHN BROWN UNIV	AR	Private	1,011	547,425	320	Baccalaureate	CAPPA
JOHNS HOPKINS UNIV	MD	Private	3,910	3,008,427	140	Research	ERAPPA
JOHNSON C SMITH UNIV	NC	Private	1,600	620,000	110	Baccalaureate	SRAPPA
JOHNSON COUNTY COMMUNITY COLLEGE	KS	Public	8,055	899,002	245	Associate of Arts	CAPPA
KANSAS STATE UNIV	KS	Public	21,543	7,224,645	788	Research	CAPPA
LAKELAND COMMUNITY COLLEGE	OH	Public	4,060	603,684	400	Associate of Arts	MAPPA
LE MOYNE COLLEGE	NY	Private	2,487	954,115	150	Master's	ERAPPA
LEWIS AND CLARK COLLEGE	OR	Private	2,831	987,000	115	Baccalaureate	PCAPPA
LINFIELD COLLEGE	OR	Private	1,518	911,255	165	Master's	PCAPPA
LONGWOOD COLLEGE	VA	Public	3,574	1,391,766	80	Master's	SRAPPA
LOUDOUN COUNTY PUBLIC SCHOOLS	VA	Public	31,804	4,052,015	1,200	K-12	SRAPPA
LOYOLA COLLEGE/MARYLAND	MD	Private	6,104	2,068,555	105	Master's	ERAPPA
MARQUETTE UNIV	WI	Private	9,320	4,772,005	83	Doctoral	MAPPA
MEMORIAL UNIV OF NEWFOUNDLAND	NF	Public	13,500	3,473,657	277	Master's	ERAPPA
MERRIMACK COLLEGE	MA	Private	2,200	957,693	240	Baccalaureate	ERAPPA
MESA STATE COLLEGE	CO	Public	43,000	818,000	50	Baccalaureate	RMA
MIAMI UNIV	OH	Public	16,587	6,332,938	2,199	Doctoral	MAPPA
MICHIGAN STATE UNIV	MI	Public	43,038	20,882,699	5,300	Research	MAPPA

Alphabetical List of Institutions

Appendix A

Institution	State	Fundin	Enroll-ment	Gross sq. ft.	Grnd acres	Type	Region
MICHIGAN TECHNOLOGICAL UNIV	MI	Public	6,300	3,000,000	700	Doctoral	MAPPA
MIDDLESEX COUNTY COLLEGE	NJ	Public	7,500	776,000	175	Associate of Arts	ERAPPA
MILLSAPS COLLEGE	MS	Private	1,230	731,510	100	Baccalaureate	SRAPPA
MORAVIAN COLLEGE	PA	Private	1,487	995,269	85	Baccalaureate	ERAPPA
MUSKINGUM COLLEGE	OH	Private	1,742	836,743	220	Baccalaureate	MAPPA
NATIONAL LOUIS UNIV	IL	Private	7,000	701,000	25	Doctoral	MAPPA
NEW MEXICO STATE UNIV	NM	Public	12,434	4,807,980	900	Research	RMA
NORMANDALE COMMUNITY COLLEGE	MN	Public	6,900	428,978	100	Associate of Arts	MAPPA
NORTH CAROLINA STATE UNIV	NC	Public	28,011	9,777,829	3,683	Research	SRAPPA
NORTH DAKOTA STATE UNIV	ND	Public	8,253	3,141,505	258	Doctoral	CAPPA
NORTHEASTERN ILLINOIS UNIV	IL	Public	6,771	1,116,862	67	Master's	MAPPA
NORTHEASTERN UNIV	MA	Private	23,622	5,209,218	467	Research	ERAPPA
NORWICH UNIV	VT	Private	2,621	1,148,202	1,300	Master's	ERAPPA
OHIO UNIV	OH	Public	19,353	6,418,363	1,636	Research	MAPPA
OHIO WESLEYAN UNIV	OH	Private	1,905	1,493,543	95	Baccalaureate	MAPPA
OREGON STATE UNIV	OR	Public	15,091	6,275,415	420	Research	PCAPPA
PENNSYLVANIA STATE UNIV/PARK	PA	Public	38,145	15,554,771	536	Research	ERAPPA
PHILLIPS EXETER ACADEMY	NH	Private	1,039	1,441,653	861	K-12	ERAPPA
PHOENIX COLLEGE	AZ	Public	6,533	568,822	58	Associate of Arts	RMA
PIMA COUNTY COMMUNITY COLLEGE	AZ	Public	17,819	1,155,115	428	Associate of Arts	RMA
PITTSBURG STATE UNIV	KS	Public	5,314	1,652,128	469	Master's	CAPPA
PORTLAND STATE UNIV	OR	Public	11,614	3,568,872	50	Doctoral	PCAPPA
PUNAHOU SCHOOL	HI	Private	3,748	850,000	75	K-12	PCAPPA
PURDUE UNIV	IN	Public	37,762	15,339,245	1,579	Research	MAPPA
QUEEN'S UNIV	ONT	Public	16,174	5,600,000	165	Research	ERAPPA
RADFORD UNIV	VA	Public	8,579	2,340,830	179	Master's	SRAPPA
RARITAN VALLEY COMMUNITY COLLEGE	NJ	Public	3,225	404,240	225	Associate of Arts	ERAPPA
REED COLLEGE	OR	Private	1,339	750,000	100	Baccalaureate	PCAPPA
REND LAKE COLLEGE	IL	Public	2,084	272,670	360	Associate of Arts	MAPPA
RHODES COLLEGE	TN	Private	1,496	836,477	110	Baccalaureate	SRAPPA
RICE UNIV	TX	Private	4,274	3,208,740	283	Research	CAPPA
ROCHESTER INSTITUTE OF TECHNOLOGY	NY	Private	14,642	4,461,071	1,300	Master's	ERAPPA
ROCKWELL CITY/LYTTON COMMUNITY SCHO	IA	Public	578	190,000	0	K-12	MAPPA
ROCKY MOUNTAIN COLLEGE	MT	Private	761	413,093	60	Baccalaureate	RMA
RUTGERS THE STATE UNIV OF NEW JERSEY	NJ	Public	41,948	16,735,000	6,407	Research	ERAPPA
SAINT JOSEPH'S COLLEGE	IN	Private	930	638,137	970	Baccalaureate	MAPPA
SAINT JOSEPH'S UNIV/PHILADELPHIA	PA	Private	6,400	0	65	Master's	ERAPPA
SAINT MARY'S COLLEGE/NOTRE DAME	IN	Private	1,600	1,150,968	55	Baccalaureate	MAPPA
SANTA CLARA UNIV	CA	Private	7,668	1,600,284	104	Master's	PCAPPA
SANTA CLARITA COMMUNITY COLLEGE	CA	Public	8,500	425,000	154	Associate of Arts	PCAPPA
SAUK VALLEY COMMUNITY COLLEGE	IL	Public	1,441	404,330	145	Associate of Arts	MAPPA
SCHOOL OF THE ART INSTITUTE/CHICAGO	IL	Private	2,100	738,139	2	Specialized	MAPPA
SCHOOLCRAFT COLLEGE	MI	Public	4,718	547,000	160	Associate of Arts	MAPPA
SHAWNEE STATE UNIV	OH	Public	2,892	640,000	60	Baccalaureate	MAPPA
SIENA HEIGHTS UNIV	MI	Private	2,000	500,000	0	Baccalaureate	MAPPA
SINCLAIR COMMUNITY COLLEGE	OH	Public	23,000	1,700,000	55	Associate of Arts	MAPPA

Alphabetical List of Institutions

Appendix A

Institution	State	Fundin	Enroll-ment	Gross sq. ft.	Grnd acres	Type	Region
SOUTH DAKOTA STATE UNIV	SD	Public	7,339	2,615,688	272	Master's	CAPPA
SOUTHERN ILLINOIS UNIV/CARBONDALE	IL	Public	18,697	6,964,939	7,128	Research	MAPPA
SOUTHERN ILLINOIS UNIV/EDWARDSVILLE	IL	Public	7,802	2,966,244	2,660	Master's	MAPPA
SOUTHERN OREGON UNIV	OR	Public	4,223	1,176,864	175	Master's	PCAPPA
SOUTHWEST MISSOURI STATE UNIV	MO	Public	17,500	3,963,747	192	Master's	CAPPA
STANFORD UNIV	CA	Private	14,219	14,644,857	8,180	Research	PCAPPA
STATE UNIV NEW YORK/BROCKPORT	NY	Public	6,642	2,454,962	463	Master's	ERAPPA
STATE UNIV OF NEW YORK/BUFFALO	NY	Public	21,854	9,352,450	1,346	Research	ERAPPA
STATE UNIV OF NEW YORK/PURCHASE COLL	NY	Public	4,000	2,133,577	506	Baccalaureate	ERAPPA
STATE UNIV OF NEW YORK/STONY BROOK	NY	Public	19,125	8,773,549	1,100	Research	ERAPPA
STATE UNIV OF WEST GEORGIA	GA	Public	8,700	1,622,000	394	Master's	SRAPPA
STONEHILL COLLEGE	MA	Private	2,235	939,407	670	Baccalaureate	ERAPPA
TARLETON STATE UNIV	TX	Public	7,070	1,372,060	2,022	Master's	CAPPA
TENNESSEE STATE UNIV	TN	Public	8,750	2,411,310	460	Doctoral	SRAPPA
TEXAS A&M/CORPUS CHRISTI	TX	Public	6,621	1,177,901	230	Master's	CAPPA
THE UNIV OF TEXAS/SAN ANTONIO	TX	Public,	18,608	1,807,669	622	Master's	CAPPA
THUNDERBIRD/GRAD SCH OF INT MGT	AZ	Private	1,118	482,584	160	Specialized	RMA
TOWSON UNIV	MD	Public	13,362	3,709,541	328	Master's	ERAPPA
TRINITY UNIV	TX	Private	2,526	2,037,608	115	Master's	CAPPA
UNIV OF AKRON	OH	Public	16,699	5,295,071	188	Doctoral	MAPPA
UNIV OF ALABAMA/TUSCALOOSA	AL	Public	18,500	7,950,689	1,000	Research	SRAPPA
UNIV OF ALASKA/ANCHORAGE	AK	Public	11,500	1,535,127	169	Master's	PCAPPA
UNIV OF ARKANSAS/FAYETTEVILLE	AR	Public	12,939	6,510,096	24,512	Research	CAPPA
UNIV OF CALIFORNIA/BERKELEY	CA	Public	30,560	14,181,867	1,550	Research	PCAPPA
UNIV OF CALIFORNIA/DAVIS	CA	Public	25,092	8,764,739	5,200	Research	PCAPPA
UNIV OF CALIFORNIA/LOS ANGELES	CA	Public	31,782	9,508,889	420	Research	PCAPPA
UNIV OF CENTRAL ARKANSAS	AR	Public	7,703	2,100,000	301	Master's	CAPPA
UNIV OF CENTRAL OKLAHOMA	OK	Public	14,247	1,845,830	212	Master's	CAPPA
UNIV OF COLORADO HEALTH SCIENCES CE	CO	Public	2,745	3,229,090	218	Specialized	RMA
UNIV OF DELEWARE	DE	Public	21,206	7,043,732	2,551	Research	ERAPPA
UNIV OF GEORGIA	GA	Public	30,912	12,056,471	2,825	Research	SRAPPA
UNIV OF GUELPH	ONT	Public	14,000	5,337,000	1,200	Master's	ERAPPA
UNIV OF HONG KONG		Public	12,425	4,907,369	1,218	Research	International
UNIV OF HOUSTON/CLEAR LAKE	TX	Public	6,806	600,304	521	Master's	CAPPA
UNIV OF IDAHO	ID	Public	9,409	3,820,444	1,428	Research	PCAPPA
UNIV OF ILLINOIS/URBANA-CHAMPAIGN	IL	Public	36,690	17,753,739	1,472	Specialized	MAPPA
UNIV OF IOWA	IA	Public	24,398	13,444,766	1,901	Research	MAPPA
UNIV OF KENTUCKY	KY	Public	31,000	11,200,000	856	Research	SRAPPA
UNIV OF MANCHESTER INST SCI & TECH	UK	Public	6,524	2,480,973	30	Research	International
UNIV OF MANITOBA	MAN	Public	20,011	5,795,695	198	Research	CAPPA
UNIV OF MARYLAND/BALTIMORE	MD	Public	5,553	4,486,608	25	Doctoral	ERAPPA
UNIV OF MARYLAND/EASTERN SHORE	MD	Public	27,490	1,291,984	707	Master's	ERAPPA
UNIV OF MEMPHIS	TN	Public	15,613	5,102,169	295	Research	SRAPPA
UNIV OF MIAMI	FL	Private	12,875	2,154,826	265	Research	SRAPPA
UNIV OF MICHIGAN/ANN ARBOR	MI	Public	37,828	23,444,703	2,021	Research	MAPPA
UNIV OF MINNESOTA/TWIN CITIES	MN	Public	35,645	19,562,076	1,000	Doctoral	MAPPA

Alphabetical List of Institutions

Appendix A

Institution	State	Fundin	Enroll-ment	Gross sq. ft.	Grnd acres	Type	Region
UNIV OF MISSOURI/COLUMBIA	MO	Public	19,397	14,611,986	700	Research	CAPPA
UNIV OF MISSOURI/ROLLA	MO	Public	4,135	2,054,791	233	Doctoral	CAPPA
UNIV OF MISSOURI/ST LOUIS	MO	Public	8,994	3,090,541	250	Doctoral	CAPPA
UNIV OF MONTANA	MT	Public	12,208	3,831,555	349	Doctoral	RMA
UNIV OF NEBRASKA/KEARNEY	NE	Public	6,780	1,779,812	258	Master's	CAPPA
UNIV OF NEVADA/LAS VEGAS	NV	Public	15,400	3,552,798	330	Master's	PCAPPA
UNIV OF NEVADA/RENO	NV	Public	9,487	3,936,230	485	Research	PCAPPA
UNIV OF NEW MEXICO	NM	Public	21,499	7,509,108	680	Research	RMA
UNIV OF NORTH CAROLINA/CHAPEL HILL	NC	Public	22,761	12,309,994	3,838	Research	SRAPPA
UNIV OF NORTH CAROLINA/GREENSBORO	NC	Public	11,374	3,635,952	198	Doctoral	SRAPPA
UNIV OF NORTH CAROLINA/WILMINGTON	NC	Public	9,003	1,843,047	906	Master's	SRAPPA
UNIV OF NORTH DAKOTA	ND	Public	10,590	5,231,784	551	Doctoral	CAPPA
UNIV OF NORTH TEXAS	TX	Public	20,254	4,300,000	378	Research	CAPPA
UNIV OF NORTH TEXAS HEALTH SCIENCE C	TX	Public	717	735,000	15	Specialized	CAPPA
UNIV OF NORTHERN COLORADO	CO	Public	11,303	2,660,000	246	Doctoral	RMA
UNIV OF NORTHERN IOWA	IA	Public	11,628	4,261,154	915	Master's	MAPPA
UNIV OF NOTRE DAME	IN	Private	10,654	7,219,776	1,250	Research	MAPPA
UNIV OF PITTSBURGH	PA	Public	22,740	9,322,338	132	Research	ERAPPA
UNIV OF RHODE ISLAND	RI	Public	13,219	3,211,369	1,200	Research	ERAPPA
UNIV OF RICHMOND	VA	Public	3,560	2,239,244	331	Master's	SRAPPA
UNIV OF ROCHESTER	NY	Private	3,715	10,005,512	626	Research	ERAPPA
UNIV OF SAINT THOMAS	MN	Private	10,616	2,400,000	87	Doctoral	MAPPA
UNIV OF SOUTH CAROLINA/SPARTANBURG	SC	Public	3,778	494,000	298	Baccalaureate	SRAPPA
UNIV OF SOUTHERN CALIFORNIA	CA	Private	25,636	11,609,533	186	Research	PCAPPA
UNIV OF SOUTHERN MAINE	ME	Public	6,496	1,600,619	145	Master's	ERAPPA
UNIV OF TENNESSEE	TN	Public	22,781	12,865,490	556	Research	SRAPPA
UNIV OF TENNESSEE/CHATTANOOGA	TN	Public	7,025	1,947,436	118	Master's	SRAPPA
UNIV OF TEXAS MEDICAL BRANCH	TX	Public	2,028	6,754,000	99	Specialized	CAPPA
UNIV OF TEXAS/AUSTIN	TX	Public	49,009	16,372,156	1,006	Research	CAPPA
UNIV OF TEXAS/PERMIAN BASIN	TX	Public	1,500	493,286	592	Master's	CAPPA
UNIV OF TULSA	OK	Private	3,870	1,753,544	209	Doctoral	CAPPA
UNIV OF UTAH	UT	Public	25,211	8,897,332	793	Research	RMA
UNIV OF VERMONT	VT	Public	8,900	3,761,997	325	Research	ERAPPA
UNIV OF VICTORIA	BC	Public	12,275	3,119,160	402	Research	PCAPPA
UNIV OF VIRGINIA	VA	Public	18,346	11,382,395	1,830	Research	SRAPPA
UNIV OF WASHINGTON	WA	Public	33,800	15,600,000	700	Research	PCAPPA
UNIV OF WASHINGTON HOSPITAL	WA	Public	0	1,000,000	0	Specialized	PCAPPA
UNIV OF WESTERN ONTARIO	ONT	Public	22,914	6,675,000	382	Research	ERAPPA
UNIV OF WINDSOR	ONT	Public	5,428	2,477,800	146	Doctoral	ERAPPA
UNIV OF WISCONSIN/LA CROSSE	WI	Public	8,504	2,170,250	130	Master's	MAPPA
UNIV OF WISCONSIN/MADISON	WI	Public	36,028	18,084,904	933	Research	MAPPA
UNIV OF WYOMING	WY	Public	11,126	6,079,799	270	Research	RMA
UPPER MORELAND SCHOOL DISTRICT	PA	Public	3,690	515,319	120	K-12	ERAPPA
VALPARAISO UNIV	IN	Private	3,600	1,572,196	310	Master's	MAPPA
VIRGINIA INSTITUTE OF MARINE SCIENCE	VA	Public	130	291,256	44	Specialized	SRAPPA
VIRGINIA POLYTECHNIC INSTITUTE & STATE	VA	Public	25,700	4,895,899	2,000	Research	SRAPPA

Alphabetical List of Institutions

Appendix A

Institution	State	Fundin	Enroll-ment	Gross sq. ft.	Grnd acres	Type	Region
WASHINGTON STATE UNIV	WA	Public	18,982	9,510,591	550	Research	PCAPPA
WAYNE STATE UNIV	MI	Public	12,197	9,129,646	226	Research	MAPPA
WEST LIBERTY STATE COLLEGE	WV	Public	2,569	922,430	300	Baccalaureate	SRAPPA
WEST VIRGINIA UNIV	WV	Public	22,315	6,224,181	673	Research	SRAPPA
WESTERN CAROLINA UNIV	NC	Public	6,353	2,355,330	363	Master's	SRAPPA
WESTERN ILLINOIS UNIV	IL	Public	12,600	4,411,107	1,587	Master's	MAPPA
WESTERN KENTUCKY UNIV	KY	Public	15,000	4,500,000	900	Master's	SRAPPA
WHEATON COLLEGE	IL	Private	2,850	1,500,000	100	Baccalaureate	MAPPA
WHITMAN COLLEGE	WA	Private	1,397	940,689	100	Baccalaureate	PCAPPA
WICHITA STATE UNIV	KS	Public	14,613	2,776,316	200	Doctoral	CAPPA
WILLAMETTE UNIV	OR	Private	2,241	1,189,026	62	Baccalaureate	PCAPPA
WILLIAM JEWELL COLLEGE	MO	Private	1,140	738,223	400	Baccalaureate	CAPPA
WILLIAMS COLLEGE	MA	Private	2,216	2,027,992	2,950	Master's	ERAPPA
WITTENBERG UNIV	OH	Private	2,100	1,138,328	110	Baccalaureate	MAPPA
WORCESTER POLYTECH INSTITUTE	MA	Private	3,100	1,185,300	70	Doctoral	ERAPPA
XAVIER UNIV/CINCINNATI	OH	Private	6,400	1,529,048	130	Master's	MAPPA
YAVAPAI COLLEGE	AZ	Public	2,800	441,385	236	Associate of Arts	RMA
YORK UNIV	ONT	Public	34,032	5,749,194	669	Research	ERAPPA

Institution	Funding	Enroll-ment	Gross sq. ft.	Grnds acres	Type	Region
AK						
UNIV OF ALASKA/ANCHORAGE	Public	11,500	1,535,127	169	Master's	PCAPPA
AL						
BIRMINGHAM-SOUTHERN COLLEGE	Private	1,920	928,574	192	Baccalaureate	SRAPPA
UNIV OF ALABAMA/TUSCALOOSA	Public	18,500	7,950,689	1,000	Research	SRAPPA
AR						
ARKANSAS STATE UNIV	Public	8,483	2,920,331	2,007	Master's	CAPPA
JOHN BROWN UNIV	Private	1,011	547,425	320	Baccalaureate	CAPPA
UNIV OF ARKANSAS/FAYETTEVILLE	Public	12,939	6,510,096	24,512	Research	CAPPA
UNIV OF CENTRAL ARKANSAS	Public	7,703	2,100,000	301	Master's	CAPPA
AZ						
ARIZONA STATE UNIV	Public	39,295	10,687,700	731	Research	RMA
ARIZONA WESTERN COLLEGE	Public	3,360	470,500	458	Associate of Arts	RMA
PHOENIX COLLEGE	Public	6,533	568,822	58	Associate of Arts	RMA
PIMA COUNTY COMMUNITY COLLEGE	Public	17,819	1,155,115	428	Associate of Arts	RMA
THUNDERBIRD/GRAD SCH OF INT MGT	Private	1,118	482,584	160	Specialized	RMA
YAVAPAI COLLEGE	Public	2,800	441,385	236	Associate of Arts	RMA
BC						
BRITISH COLUMBIA INSTITUTE OF TECHNOL	Public	15,134	2,330,604	142	Associate of Arts	PCAPPA
UNIV OF VICTORIA	Public	12,275	3,119,160	402	Research	PCAPPA
CA						
CALIFORNIA INSTITUTE OF TECHNOLOGY	Private	1,889	3,278,589	125	Research	PCAPPA
CALIFORNIA LUTHERAN UNIV	Private	2,766	465,000	290	Master's	PCAPPA
CALIFORNIA STATE UNIV/FRESNO	Public	17,000	2,279,867	324	Master's	PCAPPA
CALIFORNIA STATE UNIV/LONG BEACH	Public	22,836	4,076,366	243	Master's	PCAPPA
CALIFORNIA STATE UNIV/NORTHRIDGE	Public	21,440	3,993,139	353	Master's	PCAPPA
CALIFORNIA STATE UNIV/SACRAMENTO	Public	19,309	2,864,407	282	Master's	PCAPPA
CALIFORNIA STATE UNIV/SAN BERNARDINO	Public	11,124	1,480,195	430	Master's	PCAPPA
CALIFORNIA STATE UNIV/SAN MARCOS	Public	3,892	438,380	307	Master's	PCAPPA
SANTA CLARA UNIV	Private	7,663	1,600,284	104	Master's	PCAPPA
SANTA CLARITA COMMUNITY COLLEGE	Public	8,500	425,000	154	Associate of Arts	PCAPPA
STANFORD UNIV	Private	14,219	14,644,857	8,180	Research	PCAPPA
UNIV OF CALIFORNIA/BERKELEY	Public	30,560	14,181,867	1,550	Research	PCAPPA
UNIV OF CALIFORNIA/DAVIS	Public	25,092	8,764,739	5,200	Research	PCAPPA
UNIV OF CALIFORNIA/LOS ANGELES	Public	31,782	9,508,889	420	Research	PCAPPA
UNIV OF SOUTHERN CALIFORNIA	Private	25,636	11,609,533	186	Research	PCAPPA

Institution	Funding	Enroll-ment	Gross sq. ft.	Grnds acres	Type	Region
CO						
AIMS COMMUNITY COLLEGE	Public	3,848	381,300	254	Associate of Arts	RMA
AURARIA HIGHER ED CENTER	Public	20,612	2,174,765	127	Specialized	RMA
COLORADO COLLEGE	Private	1,933	2,000,000	470	Baccalaureate	RMA
COLORADO MOUNTAIN COLLEGE	Public	2,711	680,000	1,000	Associate of Arts	RMA
COLORADO STATE UNIV	Public	20,145	8,305,069	1,590	Research	RMA
MESA STATE COLLEGE	Public	43,000	818,000	50	Baccalaureate	RMA
UNIV OF COLORADO HEALTH SCIENCES CEN	Public	2,745	3,229,090	218	Specialized	RMA
UNIV OF NORTHERN COLORADO	Public	11,303	2,660,000	246	Doctoral	RMA
CT						
CANTERBURY SCHOOL	Private	352	650,000	165	K-12	ERAPPA
CONNECTICUT COLLEGE	Private	1,717	1,386,731	750	Baccalaureate	ERAPPA
DE						
UNIV OF DELEWARE	Public	21,206	7,043,732	2,551	Research	ERAPPA
FL						
EMBRY-RIDDLE AERONAUTICAL UNIV	Private	4,445	1,153,988	164	Master's	SRAPPA
FLORIDA A&M UNIV	Public	9,796	2,838,643	762	Master's	SRAPPA
UNIV OF MIAMI	Private	12,875	2,154,826	265	Research	SRAPPA
GA						
DARLINGTON SCHOOL	Private	920	360,540	420	K-12	SRAPPA
GEORGIA INSTITUTE OF TECHNOLOGY	Public	14,075	9,251,636	306	Research	SRAPPA
GEORGIA SOUTHERN UNIV	Public	14,476	2,787,783	635	Master's	SRAPPA
GEORGIA STATE UNIV	Public	18,798	5,479,692	377	Doctoral	SRAPPA
STATE UNIV OF WEST GEORGIA	Public	8,700	1,622,000	394	Master's	SRAPPA
UNIV OF GEORGIA	Public	30,912	12,056,471	2,825	Research	SRAPPA
HI						
PUNAHOU SCHOOL	Private	3,748	850,000	75	K-12	PCAPPA
Hong Kong						
UNIV OF HONG KONG	Public	12,425	4,907,369	1,218	Research	International
IA						
GRACELAND UNIV	Private	1,839	556,745	170	Baccalaureate	MAPPA
GRINNELL COLLEGE	Private	1,300	1,200,000	120	Baccalaureate	MAPPA
IOWA STATE UNIV	Public	26,110	11,725,686	2,673	Research	MAPPA
ROCKWELL CITY/LYTTON COMMUNITY SCHO	Public	578	190,000	0	K-12	MAPPA
UNIV OF IOWA	Public	24,398	13,444,766	1,901	Research	MAPPA

Institution	Funding	Enroll-ment	Gross sq. ft.	Grnds acres	Type	Region
UNIV OF NORTHERN IOWA	Public	11,628	4,261,154	915	Master's	MAPPA
ID						
BOISE STATE UNIV	Public	16,209	2,804,299	310	Master's	PCAPPA
IDAHO STATE UNIV	Public	9,491	2,856,097	1,000	Doctoral	PCAPPA
UNIV OF IDAHO	Public	9,409	3,820,444	1,428	Research	PCAPPA
IL						
EASTERN ILLINOIS UNIV	Public	10,495	3,055,728	320	Master's	MAPPA
NATIONAL LOUIS UNIV	Private	7,000	701,000	25	Doctoral	MAPPA
NORTHEASTERN ILLINOIS UNIV	Public	6,771	1,116,862	67	Master's	MAPPA
REND LAKE COLLEGE	Public	2,084	272,670	360	Associate of Arts	MAPPA
SAUK VALLEY COMMUNITY COLLEGE	Public	1,441	404,330	145	Associate of Arts	MAPPA
SCHOOL OF THE ART INSTITUTE/CHICAGO	Private	2,100	738,139	2	Specialized	MAPPA
SOUTHERN ILLINOIS UNIV/CARBONDALE	Public	18,697	6,964,939	7,128	Research	MAPPA
SOUTHERN ILLINOIS UNIV/EDWARDSVILLE	Public	7,802	2,966,244	2,660	Master's	MAPPA
UNIV OF ILLINOIS/URBANA-CHAMPAIGN	Public	36,690	17,753,739	1,472	Specialized	MAPPA
WESTERN ILLINOIS UNIV	Public	12,600	4,411,107	1,587	Master's	MAPPA
WHEATON COLLEGE	Private	2,850	1,500,000	100	Baccalaureate	MAPPA
IN						
HUNTINGTON COLLEGE	Private	912	600,000	160	Baccalaureate	MAPPA
INDIANA UNIV	Public	30,971	13,367,078	1,878	Research	MAPPA
INDIANA UNIV- PURDUE UNIV/INDIANAPOLIS	Public	18,874	8,488,304	511	Doctoral	MAPPA
PURDUE UNIV	Public	37,762	15,339,245	1,579	Research	MAPPA
SAINT JOSEPH'S COLLEGE	Private	930	638,137	970	Baccalaureate	MAPPA
SAINT MARY'S COLLEGE/NOTRE DAME	Private	1,600	1,150,968	55	Baccalaureate	MAPPA
UNIV OF NOTRE DAME	Private	10,654	7,219,776	1,250	Research	MAPPA
VALPARAISO UNIV	Private	3,600	1,572,196	310	Master's	MAPPA
KS						
EMPORIA STATE UNIV	Public	4,598	1,663,080	544	Master's	CAPPA
JOHNSON COUNTY COMMUNITY COLLEGE	Public	8,055	899,002	245	Associate of Arts	CAPPA
KANSAS STATE UNIV	Public	21,543	7,224,645	788	Research	CAPPA
PITTSBURG STATE UNIV	Public	5,314	1,652,128	469	Master's	CAPPA
WICHITA STATE UNIV	Public	14,613	2,776,316	200	Doctoral	CAPPA
KY						
GEORGETOWN COLLEGE	Private	1,672	784,915	104	Baccalaureate	SRAPPA
UNIV OF KENTUCKY	Public	31,000	11,200,000	856	Research	SRAPPA
WESTERN KENTUCKY UNIV	Public	15,000	4,500,000	900	Master's	SRAPPA

Institution	Funding	Enroll-ment	Gross sq. ft.	Grnds acres	Type	Region
Lebanon						
AMERICAN UNIV OF BEIRUT	Private	5,300	1,975,290	72	Research	International
MA						
BOSTON UNIV	Private	22,730	9,900,232	0	Research	ERAPPA
DEAN COLLEGE	Private	1,100	1,000,000	105	Associate of Arts	ERAPPA
MERRIMACK COLLEGE	Private	2,200	957,693	240	Baccalaureate	ERAPPA
NORTHEASTERN UNIV	Private	23,622	5,209,218	467	Research	ERAPPA
STONEHILL COLLEGE	Private	2,235	939,407	670	Baccalaureate	ERAPPA
WILLIAMS COLLEGE	Private	2,216	2,027,992	2,950	Master's	ERAPPA
WORCESTER POLYTECH INSTITUTE	Private	3,100	1,185,300	70	Doctoral	ERAPPA
MAN						
UNIV OF MANITOBA	Public	20,011	5,795,695	198	Research	CAPPA
MD						
COLLEGE OF SOUTHERN MARYLAND	Public	6,400	391,082	300	Associate of Arts	ERAPPA
FROSTBURG STATE UNIV	Public	4,360	1,345,766	261	Master's	ERAPPA
JOHNS HOPKINS UNIV	Private	3,910	3,008,427	146	Research	ERAPPA
LOYOLA COLLEGE/MARYLAND	Private	6,104	2,068,555	105	Master's	ERAPPA
TOWSON UNIV	Public	13,362	3,709,541	328	Master's	ERAPPA
UNIV OF MARYLAND/BALTIMORE	Public	5,553	4,486,608	25	Doctoral	ERAPPA
UNIV OF MARYLAND/EASTERN SHORE	Public	27,490	1,291,984	707	Master's	ERAPPA
ME						
UNIV OF SOUTHERN MAINE	Public	6,496	1,600,619	145	Master's	ERAPPA
MI						
MICHIGAN STATE UNIV	Public	43,038	20,882,699	5,300	Research	MAPPA
MICHIGAN TECHNOLOGICAL UNIV	Public	6,300	3,000,000	700	Doctoral	MAPPA
SCHOOLCRAFT COLLEGE	Public	4,718	547,000	160	Associate of Arts	MAPPA
SIENA HEIGHTS UNIV	Private	2,000	500,000	0	Baccalaureate	MAPPA
UNIV OF MICHIGAN/ANN ARBOR	Public	37,828	23,444,703	2,021	Research	MAPPA
WAYNE STATE UNIV	Public	12,197	9,129,646	226	Research	MAPPA
MN						
HAMLINE COLLEGE	Private	3,105	931,750	45	Baccalaureate	MAPPA
HENNEPIN TECHNICAL COLLEGE	Public	3,451	800,000	240	Specialized	MAPPA
NORMANDALE COMMUNITY COLLEGE	Public	6,900	428,978	100	Associate of Arts	MAPPA
UNIV OF MINNESOTA/TWIN CITIES	Public	35,645	19,562,076	1,000	Doctoral	MAPPA
UNIV OF SAINT THOMAS	Private	10,616	2,400,000	87	Doctoral	MAPPA

Institution	Funding	Enroll-ment	Gross sq. ft.	Grnds acres	Type	Region
MO						
COLUMBIA COLLEGE	Private	5,172	346,936	28	Baccalaureate	CAPPA
SOUTHWEST MISSOURI STATE UNIV	Public	17,500	3,963,747	192	Master's	CAPPA
UNIV OF MISSOURI/COLUMBIA	Public	19,397	14,611,986	700	Research	CAPPA
UNIV OF MISSOURI/ROLLA	Public	4,135	2,054,791	233	Doctoral	CAPPA
UNIV OF MISSOURI/ST LOUIS	Public	8,994	3,090,541	250	Doctoral	CAPPA
WILLIAM JEWELL COLLEGE	Private	1,140	738,223	400	Baccalaureate	CAPPA
MS						
MILLSAPS COLLEGE	Private	1,230	731,510	100	Baccalaureate	SRAPPA
MT						
BOZEMAN SCHOOL DISTRICT	Public	5,058	750,000	137	K-12	RMA
ROCKY MOUNTAIN COLLEGE	Private	761	413,093	60	Baccalaureate	RMA
UNIV OF MONTANA	Public	12,208	3,831,555	349	Doctoral	RMA
NC						
APPALACHIAN STATE UNIV	Public	11,633	3,302,747	1,114	Master's	SRAPPA
CAMPBELL UNIV	Private	3,200	1,137,530	1,600	Master's	SRAPPA
JOHNSON C SMITH UNIV	Private	1,600	620,000	110	Baccalaureate	SRAPPA
NORTH CAROLINA STATE UNIV	Public	28,011	9,777,829	3,683	Research	SRAPPA
UNIV OF NORTH CAROLINA/CHAPEL HILL	Public	22,761	12,309,994	3,838	Research	SRAPPA
UNIV OF NORTH CAROLINA/GREENSBORO	Public	11,374	3,635,952	198	Doctoral	SRAPPA
UNIV OF NORTH CAROLINA/WILMINGTON	Public	9,003	1,843,047	906	Master's	SRAPPA
WESTERN CAROLINA UNIV	Public	6,353	2,355,330	363	Master's	SRAPPA
ND						
NORTH DAKOTA STATE UNIV	Public	8,253	3,141,505	258	Doctoral	CAPPA
UNIV OF NORTH DAKOTA	Public	10,590	5,231,784	551	Doctoral	CAPPA
NE						
UNIV OF NEBRASKA/KEARNEY	Public	6,780	1,779,812	258	Master's	CAPPA
NF						
MEMORIAL UNIV OF NEWFOUNDLAND	Public	13,500	3,473,657	277	Master's	ERAPPA
NH						
PHILLIPS EXETER ACADEMY	Private	1,039	1,441,653	861	K-12	ERAPPA
NJ						
ATLANTIC CAPE COMMUNITY COLLEGE	Public	1,499	350,247	562	Associate of Arts	ERAPPA
MIDDLESEX COUNTY COLLEGE	Public	7,500	776,000	175	Associate of Arts	ERAPPA
RARITAN VALLEY COMMUNITY COLLEGE	Public	3,225	404,240	225	Associate of Arts	ERAPPA

Institution	Funding	Enroll-ment	Gross sq. ft.	Grnds acres	Type	Region
RUTGERS THE STATE UNIV OF NEW JERSEY	Public	41,948	16,735,000	6,407	Research	ERAPPA
NM						
ALBUQUERQUE TECHNICAL VOCATIONAL INS	Public	8,746	1,084,320	121	Associate of Arts	RMA
EASTERN NEW MEXICO UNIV	Public	2,905	1,302,601	57	Master's	RMA
NEW MEXICO STATE UNIV	Public	12,434	4,807,980	900	Research	RMA
UNIV OF NEW MEXICO	Public	21,499	7,509,108	680	Research	RMA
NV						
UNIV OF NEVADA/LAS VEGAS	Public	15,400	3,552,798	330	Master's	PCAPPA
UNIV OF NEVADA/RENO	Public	9,487	3,936,230	485	Research	PCAPPA
NY						
CORNELL UNIV	Private	19,660	16,535,683	740	Research	ERAPPA
HAMILTON COLLEGE	Private	1,700	1,576,707	1,282	Baccalaureate	ERAPPA
LE MOYNE COLLEGE	Private	2,487	954,115	150	Master's	ERAPPA
ROCHESTER INSTITUTE OF TECHNOLOGY	Private	14,642	4,461,071	1,300	Master's	ERAPPA
STATE UNIV NEW YORK/BROCKPORT	Public	6,642	2,454,962	463	Master's	ERAPPA
STATE UNIV OF NEW YORK/BUFFALO	Public	21,854	9,352,450	1,346	Research	ERAPPA
STATE UNIV OF NEW YORK/PURCHASE COLL	Public	4,000	2,133,577	506	Baccalaureate	ERAPPA
STATE UNIV OF NEW YORK/STONY BROOK	Public	19,125	8,773,549	1,100	Research	ERAPPA
UNIV OF ROCHESTER	Private	3,715	10,005,512	626	Research	ERAPPA
OH						
BOWLING GREEN STATE UNIV	Public	15,865	4,988,995	1,200	Doctoral	MAPPA
COLUMBUS PUBLIC SCHOOLS	Public	64,339	10,000,000	1,600	K-12	MAPPA
DENISON UNIV	Private	2,081	1,524,000	1,200	Baccalaureate	MAPPA
HEBREW UNION COLLEGE	Private	401	228,900	20	Specialized	MAPPA
LAKELAND COMMUNITY COLLEGE	Public	4,060	603,684	400	Associate of Arts	MAPPA
MIAMI UNIV	Public	16,587	6,332,938	2,199	Doctoral	MAPPA
MUSKINGUM COLLEGE	Private	1,742	836,743	220	Baccalaureate	MAPPA
OHIO UNIV	Public	19,353	6,418,363	1,636	Research	MAPPA
OHIO WESLEYAN UNIV	Private	1,905	1,493,543	95	Baccalaureate	MAPPA
SHAWNEE STATE UNIV	Public	2,892	640,000	60	Baccalaureate	MAPPA
SINCLAIR COMMUNITY COLLEGE	Public	23,000	1,700,000	55	Associate of Arts	MAPPA
UNIV OF AKRON	Public	16,699	5,295,071	188	Doctoral	MAPPA
WITTENBERG UNIV	Private	2,100	1,138,328	110	Baccalaureate	MAPPA
XAVIER UNIV/CINCINNATI	Private	6,400	1,529,048	130	Master's	MAPPA
OK						
UNIV OF CENTRAL OKLAHOMA	Public	14,247	1,845,830	212	Master's	CAPPA

Institution	Funding	Enroll-ment	Gross sq. ft.	Grnds acres	Type	Region
UNIV OF TULSA	Private	3,870	1,753,544	209	Doctoral	CAPPA
ONT						
CARLETON UNIV	Public	13,051	3,122,793	152	Doctoral	ERAPPA
QUEEN'S UNIV	Public	16,174	5,600,000	165	Research	ERAPPA
UNIV OF GUELPH	Public	14,000	5,337,000	1,200	Master's	ERAPPA
UNIV OF WESTERN ONTARIO	Public	22,914	6,675,000	382	Research	ERAPPA
UNIV OF WINDSOR	Public	5,428	2,477,800	146	Doctoral	ERAPPA
YORK UNIV	Public	34,032	5,749,194	669	Research	ERAPPA
OR						
CATLIN GABEL SCHOOL	Private	870	173,289	54	K-12	PCAPPA
LEWIS AND CLARK COLLEGE	Private	2,831	987,000	115	Baccalaureate	PCAPPA
LINFIELD COLLEGE	Private	1,518	911,255	165	Master's	PCAPPA
OREGON STATE UNIV	Public	15,091	6,275,415	420	Research	PCAPPA
PORTLAND STATE UNIV	Public	11,614	3,568,872	50	Doctoral	PCAPPA
REED COLLEGE	Private	1,339	750,000	100	Baccalaureate	PCAPPA
SOUTHERN OREGON UNIV	Public	4,223	1,176,864	175	Master's	PCAPPA
WILLAMETTE UNIV	Private	2,241	1,189,026	62	Baccalaureate	PCAPPA
PA						
BRYN MAWR COLLEGE	Private	1,520	1,260,000	138	Baccalaureate	ERAPPA
DREXEL UNIV	Private	11,256	2,606,239	39	Doctoral	ERAPPA
HARRISBURG AREA COMMUNITY COLLEGE	Public	6,368	615,099	275	Associate of Arts	ERAPPA
HAVERFORD COLLEGE	Private	1,147	1,267,000	212	Baccalaureate	ERAPPA
MORAVIAN COLLEGE	Private	1,487	995,269	85	Baccalaureate	ERAPPA
PENNSYLVANIA STATE UNIV/PARK	Public	38,145	15,554,771	536	Research	ERAPPA
SAINT JOSEPH'S UNIV/PHILADELPHIA	Private	6,400	0	65	Master's	ERAPPA
UNIV OF PITTSBURGH	Public	22,740	9,322,338	132	Research	ERAPPA
UPPER MORELAND SCHOOL DISTRICT	Public	3,690	515,319	120	K-12	ERAPPA
RI						
BROWN UNIV	Private	7,333	5,600,000	149	Research	ERAPPA
UNIV OF RHODE ISLAND	Public	13,219	3,211,369	1,200	Research	ERAPPA
SC						
CITADEL, THE	Public	2,920	1,393,737	240	Master's	SRAPPA
CLEMSON UNIV	Public	15,685	5,934,700	1,600	Research	SRAPPA
UNIV OF SOUTH CAROLINA/SPARTANBURG	Public	3,778	494,000	298	Baccalaureate	SRAPPA
SD						
BLACK HILLS STATE UNIV	Public	2,920	728,699	123	Baccalaureate	CAPPA

Institution	Funding	Enrollment	Gross sq. ft.	Grnds acres	Type	Region
SOUTH DAKOTA STATE UNIV	Public	7,339	2,615,688	272	Master's	CAPPA
TN						
EAST TENNESSEE STATE UNIV	Public	9,401	2,822,999	366	Master's	SRAPPA
RHODES COLLEGE	Private	1,496	836,477	110	Baccalaureate	SRAPPA
TENNESSEE STATE UNIV	Public	8,750	2,411,310	460	Doctoral	SRAPPA
UNIV OF MEMPHIS	Public	15,613	5,102,169	295	Research	SRAPPA
UNIV OF TENNESSEE	Public	22,781	12,865,490	556	Research	SRAPPA
UNIV OF TENNESSEE/CHATTANOOGA	Public	7,025	1,947,436	118	Master's	SRAPPA
TX						
ALAMO COMMUNITY COLLEGE DISTRICT	Public	37,513	2,394,358	411	Associate of Arts	CAPPA
DALLAS THEOLOGICAL SEMINARY	Private	1,601	350,000	20	Specialized	CAPPA
HOUSTON INDEPENDENT SCHOOL DISTRICT	Public	210,000	24,225,207	0	K-12	CAPPA
RICE UNIV	Private	4,274	3,208,740	283	Research	CAPPA
TARLETON STATE UNIV	Public	7,070	1,372,060	2,022	Master's	CAPPA
TEXAS A&M/CORPUS CHRISTI	Public	6,621	1,177,901	230	Master's	CAPPA
THE UNIV OF TEXAS/SAN ANTONIO	Public	18,608	1,807,669	622	Master's	CAPPA
TRINITY UNIV	Private	2,526	2,037,608	115	Master's	CAPPA
UNIV OF HOUSTON/CLEAR LAKE	Public	6,806	600,304	521	Master's	CAPPA
UNIV OF NORTH TEXAS	Public	20,254	4,300,000	378	Research	CAPPA
UNIV OF NORTH TEXAS HEALTH SCIENCE CE	Public	717	735,000	15	Specialized	CAPPA
UNIV OF TEXAS MEDICAL BRANCH	Public	2,028	6,754,000	99	Specialized	CAPPA
UNIV OF TEXAS/AUSTIN	Public	49,009	16,372,156	1,006	Research	CAPPA
UNIV OF TEXAS/PERMIAN BASIN	Public	1,500	493,286	592	Master's	CAPPA
UK						
UNIV OF MANCHESTER INST SCI & TECH	Public	6,524	2,480,973	30	Research	International
UT						
UNIV OF UTAH	Public	25,211	8,897,332	793	Research	RMA
VA						
COLLEGE OF WILLIAM AND MARY	Public	7,590	3,062,713	1,058	Doctoral	SRAPPA
JAMES MADISON UNIV	Public	14,814	4,130,146	472	Master's	SRAPPA
LONGWOOD COLLEGE	Public	3,574	1,391,766	80	Master's	SRAPPA
LOUDOUN COUNTY PUBLIC SCHOOLS	Public	31,804	4,052,015	1,200	K-12	SRAPPA
RADFORD UNIV	Public	8,579	2,340,830	179	Master's	SRAPPA
UNIV OF RICHMOND	Public	3,560	2,239,244	331	Master's	SRAPPA
UNIV OF VIRGINIA	Public	18,346	11,382,395	1,830	Research	SRAPPA
VIRGINIA INSTITUTE OF MARINE SCIENCE	Public	130	291,256	44	Specialized	SRAPPA

Institution	Funding	Enroll-ment	Gross sq. ft.	Grnds acres	Type	Region
VIRGINIA POLYTECHNIC INSTITUTE & STATE	Public	25,700	4,895,899	2,000	Research	SRAPPA
VT						
NORWICH UNIV	Private	2,621	1,148,202	1,300	Master's	ERAPPA
UNIV OF VERMONT	Public	8,900	3,761,997	325	Research	ERAPPA
WA						
UNIV OF WASHINGTON	Public	33,800	15,600,000	700	Research	PCAPPA
UNIV OF WASHINGTON HOSPITAL	Public	0	1,000,000	0	Specialized	PCAPPA
WASHINGTON STATE UNIV	Public	18,982	9,510,591	550	Research	PCAPPA
WHITMAN COLLEGE	Private	1,397	940,689	100	Baccalaureate	PCAPPA
WI						
MARQUETTE UNIV	Private	9,320	4,772,005	83	Doctoral	MAPPA
UNIV OF WISCONSIN/LA CROSSE	Public	8,504	2,170,250	130	Master's	MAPPA
UNIV OF WISCONSIN/MADISON	Public	36,028	18,084,904	933	Research	MAPPA
WV						
WEST LIBERTY STATE COLLEGE	Public	2,569	922,430	300	Baccalaureate	SRAPPA
WEST VIRGINIA UNIV	Public	22,315	6,224,181	673	Research	SRAPPA
WY						
CASPER COMMUNITY COLLEGE	Public	8,100	730,000	200	Associate of Arts	RMA
UNIV OF WYOMING	Public	11,126	6,079,799	270	Research	RMA

1999-2000 Comparative Costs and Staffing Survey for Educational Facilities

Conducted by APPA: The Association
Of Higher Education Facilities Officers

1999-2000 Comparative Costs and Staffing Survey for Educational Facilities

Conducted by APPA: The Association of Higher Education Facilities Officers

Introduction

APPA's Comparative Costs and Staffing Survey is the only comprehensive collection of costs and staffing data of college, university, and K-12 facilities. APPA's Information Services Committee is compiling data for the 1999-00 edition of the *Comparative Costs and Staffing Report for Educational Facilities*. The data is collected every two years. Please note that institutions submitting completed questionnaires will be identified in the report for the purposes of peer comparisons or so that users can contact institutions directly for additional information.

General Information

You may log into the APPA website http://www.appa.org/resources/research/survey to enter the survey on-line, or you may use this hardcopy. If you elect to enter the answers on-line, follow the instructions on the website.

All institutions should report costs in their local currency. The fiscal year for this survey is a 12-month accounting cycle that ends no later than September 30, 2000, and covers the operating year spanning the 1999-00 period.

Deadline

The deadline for inclusion in the final report is *Friday, December 15, 2000*. If you are using the on-line entry form on the APPA website, click on the "Complete" button by that date. If you are using this hardcopy version, mail the survey to APPA CCAS 99/00, 685 Spring Street, pmb #113, Friday Harbor, WA 98250 or fax the survey to 360-378-5684.

IMPORTANT: We request that the chief facilities officer review all data submitted in order to help ensure accuracy and consistency.

For More Information

The Information Services Committee has made every effort to clarify definitions and anticipate most circumstances. However, if you have any questions or need further assistance as you complete the survey, please contact the committee member from your region. They are ready and prepared to answer your questions.

Eastern: Joe Lalley, Cornell Univ, 607 255-6651 or jml2@cornell.edu
Southeastern: C. R. Lyons, Florida Gulf Coast Univ, 941 590-1312 or crlyons @facu.edu
Midwest: Tom Dale, Univ of Saint Thomas, 612 962-6530 or tldale@stthomas.edu
Central: Scott Turley, Univ of Arkansas/Fayetteville, 501 575-6181 or sturley@uafphpl.uark.edu
Rocky Mountain: Mark Shively, Univ of Wyoming, 307 766-2537 or mshively@uwyo.edu
Pacific Coast: Dennis Swartzell, Univ of Nevada/Las Vegas, 702 895-3392 or swartzell@ccmail.nevada.edu
Australasia: Neville Thiele, Univ of South Australia, 618 8302 2542 at Neville.thiele@unisa.edu.au

Vickie DeWitt, Kansas State Univ, 785 532-1715 or ved@ksu.edu
Steve Glazner, **APPA**, 703 684-1446 ext. 236 or steve@appa.org
Laura Long, **LTL Collaborative**, 360 378-1348 or ltl@rockisland.com

Final CCAS Reports

The *1999-00 Comparative Costs and Staffing Report* will be available in both print and electronic versions. Summary information will be available on APPANet and published in *Facilities Manager*.

Incentive for Participating

As our thanks to you for participating in the 1999-00 Comparative Costs and Staffing Survey, APPA will provide each institution that submits a completed survey with a customized CCAS report. All sections of the survey must be completed, and we will send the customized CCAS report to the individual whose name appears on Line 3 of the survey.

Section I: GENERAL DATA

Note: APPA will automatically insert your institution's FICE identification number (if applicable), Carnegie classification, and APPA region for reporting purposes.

Line 1. Institution. The institution name on the official institutional letterhead. Omit the word "The" at the beginning of your school's name. Do not use abbreviations. Main campus and branch campus sites should coordinate responses to this survey in order to avoid duplication of data or non-responses.

Line 2. K-12. If you are responding from a K-12 school district or an individual public or private primary or secondary school, please check YES. You will be placed into an artificial Carnegie K-12 classification.

Lines 3-5. Person completing survey, with phone number, fax number, and e-mail address. This person should be able to answer questions if called by APPA. This name is not published but is used to clarify data when necessary. NOTE: The incentive for participating will be sent to this person's attention.

Lines 6-9. Mailing address. The exact mailing address for the person completing the survey. Use the two-letter state or province abbreviation. Others should write out the geographic designation, including name of the country. Also, provide zip/postal code.

Lines 10-11. Web addresses. Carefully list your institution and department's World Wide Web address or URL.

Line 12. Medical/health facilities. If your institution has a medical center complex, indicate "YES" in this field. Complete a separate survey providing cost information for the medical complex, and exclude the medical center costs from the information reported for the rest of the campus.

Line 13. Student enrollment. Fall 1999 full-time equivalent (FTE) enrollment. Use the number that your institution reports as its official FTE enrollment.

Line 14. Total campus building area. The sum of floor area located within the outside faces of exterior walls for all stories or areas, in gross square feet (GSF). Include all areas used by the institution, including residence halls, food service operations, bookstores, and other auxiliary enterprises. (Exclude medical/health center complex facilities; see Line 12 above.)

Line 15. Total GSF rented or leased. Include all building space used but not owned outright by the institution in 1999-00.

Line 16. Total GSF maintained by facilities department. The portion from Line 14 that is maintained by the institution's primary facilities department. Do NOT include any GSF that is maintained by separate housing, athletic, or other auxiliary facilities operations.

Line 17. Other maintenance organizations. Answer yes or no if you have other maintenance operations on campus that are not part of your facilities department (athletic, housing, etc.).

Line 18. Total campus grounds (acres). The total number of acres of the campus.

Line 19. Total grounds maintained. The total number of acres maintained by the faculties department.

Line 20. Other grounds maintenance organizations. Do you have other grounds maintenance operations on campus that are not part of the facilities department, for example, athletic fields and recreation areas.

Line 21. Facilities department employee count. Total number of full time equivalent employees in the facilities department considered to be regular staff.

Line 22. Benefits as a percentage of total compensation. The department's total net benefits cost (insurance, retirement, etc.), excluding the cost of sick leave and vacation. This percentage may be available from the institution's Human Resource Department.

Line 23. Charge back mechanism in place? Check YES if the facilities department charges other campus departments for any of the services you provide.

1. Institution Name

2. K-12 Institution?
Yes__ No__

3.Person Completing the Survey

4. Phone of Person Completing Survey

FAX of Person Completing Survey

5. e-mail of person completing Survey

6. Address

7. City

8. State/Province

9. Zip/Postal Code

10. Institution Web Address

11. Facilities Web Address

12. Medical Center
Yes__ No__

13. Student FTE Enrolment

14. Total Campus Bldg Area (GSF)

15. Total Area Rented/Leased (GSF)

16. Total Campus Area Maintained by Facilities Dept. (GSF)

17. Other maintenance groups on campus

18. Total Campus Grounds (acres)

19.Total campus grounds maintained by facilities department (acres)

20. Other grounds maintenance units?

21. Total Facilities Operation Employee FTE

22. Benefits as a percentage of total compensation

23. Does your department have a charge back mechanism?
Yes___ No___

SECTION II: COST AND STAFFING DATA

The purpose of this section is to collect total costs for the key functional areas of most facilities management departments. Some may not apply to your specific situation. Many users of this report will be interested in making comparisons using the cost-per-square-foot numbers that will be derived from the data you provide in this section. Users will make comparisons with peer institutions and across Carnegie classifications, so keep this in mind as you complete this section. The numbers you provide will be used to calculate the cost-per-square-foot numbers. Please make sure that your data is as complete and accurate as possible, and do not duplicate information across functional areas.

Note: Following are the general definitions and instructions for *all* of Section II.

Total GSF/gross square footage (or Total acres maintained/landscaped) for which department performs specific functions in this category. Note that the square footage may vary from function to function, depending on the portion of the campus for which the facilities management department provides that specific function and regardless of whether work is performed by an outside contractor or is reimbursable.

Total in-house labor costs. Include all salaries, wages, and benefits.

Total in-house non-labor costs. Include supplies, equipment, training, postage, pre-employment physicals, travel, overhead charges, and other non-labor costs.

Total costs for contracted services. Include total amount spent on contracted services for each functional area.

A. Total Administration/Management Costs FY 1999-00

Include all costs necessary to fulfill the duties of administration (management, financial, and clerical support) for all areas under the jurisdiction of the facilities department.

- Include salaries, wages, employee benefits, travel, equipment, and other operating costs attributed to the chief administrator, assistant administrators of business management, and office personnel. Includes those assigned to payroll, billing, materials ordering, personnel records, and planning for the facilities management organization.
- Other administrative operating costs include supplies, materials, prorated share of telephones, postage, computer rental, accounting costs, and career training programs.
- Include all costs necessary to fulfill the duties of design and engineering for all areas under the jurisdiction of facilities management. Includes salaries, wages, employee benefits, travel, equipment, and other costs required to provide technical and engineering services necessary to complete functions assigned and funded by the facilities organization. Includes staff personnel such as engineers, architects, and drafts-persons.
- Include all costs associated with the actual estimating, contracting, inspecting, and final approval of new or renovated construction and other related projects. Includes staff personnel such as project estimators, contract administrators, construction inspectors, and program or project coordinators/managers, usually the individuals with responsibility to manage these combined efforts.

B. Total Custodial Operations Costs FY 1999-00

Include the following:

- All costs related to custodial and housekeeping services in building interiors, and exterior functions such as window washing.
- Salaries, wages, employee benefits, travel, equipment, and other operating costs associated with custodians and supervisors required to clean buildings.
- Work by outside contractors to perform custodial tasks.
- Small setups in which materials are stored in buildings where they are used.
- Snow removal on building steps plus five feet (or similar predetermined length of sidewalk in each direction.
- Operating costs such as paper, paper towels and tissue, wax, erasers, chalk, cleaners, and other materials and supplies.

Common operations include mopping, sweeping, and waxing floors (sanding and refinishing floors are excluded); dusting, polishing furniture and fixtures, such as venetian blinds, partitions, pictures, maps, and radiators; cleaning chalkboards, trays, erasers, and replacing chalk; washing and dusting walls; cleaning and disinfecting commodes and urinals; cleaning and washing other fixtures, walls, and partitions, and replenishing restroom supplies; emptying and cleaning waste receptacles; dusting and cleaning windows and other glass surfaces; sweeping and cleaning entrances; and opening and/or closing building doors and windows.

Note: Custodial services may also be performed on a reimbursable basis to other accounts. Examples of these are auxiliary enterprises, alterations, and improvements, new construction, experimental and special teaching support facilities, and departmental inventoried equipment. Do NOT include these figures in this section.

Total Administration/ Management Costs

24. Total GSF for which department performs specific functions in this category

25. Total in-house labor cost (including salaries, wages, benefits)

26. Total in-house non-labor cost (including supplies, equipment, training, etc.)

27. Total costs for contracted services

Grand Total 25, 26, & 27.

Total Custodial Operations Costs

28. Total GSF for which department performs specific functions in this category

29. Total in-house labor cost (including salaries, wages, benefits)

30. Total in-house non-labor cost (including supplies, equipment, training, etc.)

31. Total costs for contracted services

Grand Total 29, 30, & 31.

C. Total Landscaping/Grounds Mgt. Costs FY 1999-00

Include all costs to operate and maintain campus landscapes and grounds, including snow removal. These include:

- Maintenance of all areas of the campus: growing plants, trees, grass, shrubs, flowers, nursery stock, seed, fertilizers, and plant materials.
- Salaries, wages, employee benefits, travel, equipment, and other operating costs associated with all supervisory and operating personnel.
- Work by outside contractors to perform landscaping and grounds maintenance.
- Maintenance of all hardscape areas, including roads and walks, parking areas, irrigation systems, signs, and other landscape features.
- Snow removal, outside the areas assigned to custodial maintenance.
- Maintenance of physical education, intramural, and ROTC drill fields.
- Maintenance of open ditch drainage, fences, retaining walls, and riprap.
- Care of miscellaneous fixed equipment such as benches and shelter houses.
- Operation and replacement costs of all equipment used in connection with grounds maintenance.

NOTE: Landscaping and grounds maintenance may also provide services on a reimbursable basis to other accounts. Examples of these are auxiliary enterprises, alterations and improvements, new construction, experimental and special teaching support facilities, and departmental inventoried equipment. Do NOT include these figures in this section.

Total Landscaping/Grounds Management Costs

32.Total maintained acres for which department performs specific functions in this category

33.Total in-house labor cost (including salaries, wages, benefits)

34.Total in-house non-labor cost (including supplies, equipment, training, etc.)

35.Total costs for contracted services

Grand total 33, 34, 35

D. TOTAL BLDG. MAINTENANCE/TRADES COSTS FY 1999-00

All costs necessary for the proper planning, scheduling, and dispatching of maintenance work. Include work management, dispatching of work orders, shop scheduling, and the execution of work. Work management includes developing and revising work orders and cost estimates, maintaining historical maintenance databases, maintaining system configuration, supervising trades people, reconciling estimated with actual labor and material costs, maintaining installed computerized maintenance management systems, and maintaining a customer interface.

Include all costs related to routine repairs, minor corrective maintenance, preventive maintenance, and service calls. The following are included:

- Salaries, wages, employee benefits, travel, equipment, and other operating costs required to maintain the interior and exterior of buildings.
- Work by outside contractors to perform building maintenance tasks.
- Plumbing, heating, air conditioning and ventilation.
- Electrical repairs of all types, including primary and secondary systems, certain lamp replacements (requiring special ladders and rigging) and maintenance of outdoor lighting fixtures (excluding energy costs).
- Carpentry and cabinet making.
- Painting and glazing.
- Hardware, locks, keys, closures, and records for same.
- Roofing and sheet metal work, including downspouts and gutters.
- Welding and necessary machine work.
- Elevators and similar equipment.
- Miscellaneous building repairs, such as tuck-pointing.
- Utility distribution systems inside buildings: electrical, heating, process steam, water lines, gas lines, and sewer lines (storm and sanitary).
- Operating and replacement costs of all equipment, materials, and tools used in building maintenance, excluding hand tools furnished by employees.
- Elevator operation of non-automatic equipment.
- Motor pool operations and maintenance.

NOTE: Building maintenance may also provide services on a reimbursable basis to other accounts. Examples of these include auxiliary enterprises, alterations and improvements, new construction, experimental and special teaching support facilities, and departmental inventoried equipment. However, do NOT include these figures in this section.

TOTAL BUILDING MAINTENANCE/TRADE COSTS

36.Total GSF for which department performs specific functions in this category

37.Total in-house labor cost (including salaries, wages, benefits)

38.Total in-house non-labor cost (including supplies, equipment, training, etc.)

39.Total costs for contracted services

Grand total 37, 38, 39

E. Total Utilities Costs for FY 1999-00

Total GSF gross square footage for which department performs specific functions in this category. The square footage may vary from function to function, depending on the portion of the campus for which the facilities management department provides that specific function and regardless of whether work is provided by an outside contractor or is reimbursable.

Total in-house labor costs. Include all salaries, wages, and benefits.

Total in-house non-labor costs. Include supplies, equipment, training, postage, pre-employment physicals travel, overhead charges, and other non-labor costs.

Total costs for contracted services. Include total amount spent on contracted services for each functional area.

Total Utilities

40. Total GSF for which department performs functions in this category

41. Total cost of all utilities (including water and sewer)

42. Total energy consumption in MBTU's

43. Total in-house labor cost (including salaries, wages, benefits)

44. Total in-house non-labor cost (including supplies, equipment, training, etc.)

45. Total costs for contracted services

Grand total 41, 43, 44, 45

F. Total Environmental Safety Costs for FY 1999-2000

These are costs associated with the removal of hazardous material, if physical plant is responsible for the activity. Examples include PCB's, motor oil, paint, solvents, and in the case of medical centers, infectious waste. Include contract costs if applicable. If hazardous waste disposal is not a physical plant responsible, do not include these figures in this section.

Total Environmental Safety Costs

46. Total GSF for which department performs specific functions in this category

47. Total in-house labor cost (including salaries, wages, benefits)

48. Total in-house non-labor cost (including supplies, equipment, training, etc.)

49. Total costs for contracted services

Grand total 47, 48, 49

211

G. Total Solid Waste Disposal Costs for FY 1999-2000

Include all costs associated with the removal of refuse (trash collection) from the campus.

Total Solid Waste Disposal Costs

50. Total GSF for which department performs specific function in this category.

51. Total in-house labor cost (including salaries, wages, benefits).

52. Total in-house non-labor cost (including supplies, equipment, training, etc.)

53. Total costs for contracted services.

Grand total 51, 52, 53.

H. Total Other Services Costs for FY 1999-2000

Include all net costs associated with the operation of any other facilities related services that does not naturally fit under any of the above categories. Space is provided for up to three additional activities. Please put the name of "other" services, if any, in the lines provided.

Total Other Services Costs

54. Total GSF for which department performs specific functions in this category.

55. Total in-house labor cost (including salaries, wages, benefits).

56. Total in-house non-labor cost (including supplies, equipment, training, etc.)

57. Total costs for contracted services.

Grand total 55, 56, 57.

Please list any "other" services included.

58. Other services 1

59. Other services 2

60. Other services 3

SECTION III: PERSONNEL DATA AND COSTS

Administration

Line 61. Chief Facilities Officer. The highest ranking administrative officer responsible for the operation and maintenance of the institution's facilities. Common titles include vice-president for facilities, associate or assistant vice-president or vice-chancellor, director of facilities management or physical plant, and superintendent of buildings and grounds. An institution may report more than one individual in this line when primary responsibility for activities such as planning, construction and maintenance of facilities are separated within the institution.

Line 62. Associate/Assistant Director. Responsible to the chief facilities officer. In charge of assigned functions with a minimal amount of supervision.

Line 63. Business/Budget Manager. On-staff person responsible for facilities accounting and budgeting matters. This typically includes monthly financial reports and annual budgets. It includes accountants.

Line 64. Human Resources Manager. Individual within facilities department responsible for personnel and staffing issues, benefits management, and other administrative activities.

Line 65. Training Officer. Individual within facilities department responsible for assessing training and certification needs, and for organizing and conducting management and technical training.

Line 66. Telecommunications Specialist. A technology specialist whose expertise covers telecommunications. This type of individual tends to be up-to-date on advances in technology and is responsible for communications-related issues for the facilities department.

Line 67. Computer Programmer/Analyst. An individual experienced in both hardware and software applications of computer technology. This person may have a strong technical skill related to identifying and making improvements to facilities department computer hardware and software. This includes skills required for maintaining and upgrading electronic building control systems; e.g., programmable logic controllers.

Line 68. Other Administrative Managers. Include other administrative managers who are not included in other categories.

Line 69. Secretarial/Clerical. Includes typical secretaries and clerks who support the facilities staff.

In responding to the "Union" column, use Y or N to indicate whether this employee is a member of a union.

Job Function	*Number FTE Employees*	*Union (Yes/No)*	*Average Annual Salary*
61. Chief Facilities Officer	_____	_____	_____
62. Associate/Assistant Director	_____	_____	_____
63. Business/Budget Manager	_____	_____	_____
64. Human Resources Manager	_____	_____	_____
65. Training Officer	_____	_____	_____
66. Telecommunications Specialist	_____	_____	_____
67. Computer Programmer/Analyst	_____	_____	_____
68. Other Administrative Managers	_____	_____	_____
69. Secretarial/Clerical	_____	_____	_____

Construction Renovation

Line 70. Architect. Individual primarily responsible for design and perhaps master planning efforts.

Line 71. Engineer. Individuals whose work is associated with design improvements to the campus. Areas of expertise may include civil, mechanical, electrical, or industrial engineering. Would typically be assigned engineering or design work related to the construction or major modification of existing facilities.

Line 72. Facility Planner. Includes facilities planners and coordinators involved in the construction/renovation activities.

Line 73. Construction Manager.

Line 74. Estimator/Scheduler

Line 75. Project Coordinator/Manager

Job Function	*Number FTE Employees*	*Union (Yes/No)*	*Average Annual Salary*
70. Architect	_____	_____	_____
71. Engineer	_____	_____	_____
72. Facility Planner	_____	_____	_____
73. Construction Manager	_____	_____	_____
74. Estimator/Scheduler	_____	_____	_____
75. Project Coordinator/Manager	_____	_____	_____

Trades

Line 76. Shop Supervisor/Foreman. Individuals with first-line supervisory responsibility for directing the daily work of the skilled and non-skilled workforce. Includes responsibility for the timeliness, quality and cost of work; accurate timekeeping; training and certification (if not covered by the department's training officer); leave balances, etc. An individual shop could have one person in this position for a small crew, and one or more assistants for larger crews.

Lines 77-86. Some of the many skilled trades found in facilities management organizations.

Job Function	*Number FTE Employees*	*Union (Yes/No)*	*Average Annual Salary*
76. Shop Supervisor/Foreman	_____	_____	_____
77. Carpenter	_____	_____	_____
78. Electrician	_____	_____	_____
79. Locksmith	_____	_____	_____
80. Machinist/Welder	_____	_____	_____
81. AC/Refrigeration	_____	_____	_____
82. Mason	_____	_____	_____
83. Painter	_____	_____	_____
84. Plumber/Painter	_____	_____	_____
85. Roofer	_____	_____	_____
86. Sheetmetal worker	_____	_____	_____

Maintenance

Line 87. Chief/Superintendent of Maintenance. Responsible for one of the major maintenance functions of the facilities management department.

Line 88. General Zone Maintenance Worker. This position can be defined in several ways. One is a general purpose worker without journeyman skills who might be situated at any one of several locations to accomplish tasks not requiring a skilled trades person. It could be an individual skilled in more than one trade or craft. Or it could include individuals assigned to a zone maintenance organization or location. Please do not include employees who are listed elsewhere.

Line 89. Elevator Mechanic. A trades person whose primary responsibility is the maintenance and repair of elevators and escalators.

Line 90. Vehicle/Equipment Mechanic.

Line 91. Storekeeper/Expediter. Responsible for the facilities department's storeroom. Typical duties include purchasing, inventory control, and billing.

Line 92. Laborer. The labor, requiring no specialized skills, is under the direct supervision of a skilled craft trades person, labor hauling and moving foreman, or a grounds lead person. Laborers are expected to know how to operate light equipment and perform basic tasks in support of the department.

Job Function	*Number FTE Employees*	*Union (Yes/No)*	*Average Annual Salary*
87. Chief/Supt., Maintenance			
88. General Zone Maint. Worker			
89. Elevator Mechanic			
90. Vehicle/Equipment Mechanic			
91. Storekeeper/Expediter			
92. Laborer			

Custodial

Line 93. Custodial Superintendent/Manager. Responsible for the overall housekeeping operation.

Line 94. Custodial Supervisor/Foreman. Individuals with first line supervisory responsibility for directing the daily work of the skilled and nonskilled housekeeping workforce. Includes responsibility for the timeliness, quality, and cost of work; accurate timekeeping; training and certification (if not covered by the department's training officer); leave balances, etc.

Line 95. Custodian Housekeeper. Performs duties such as cleaning interior surfaces, windows, rest rooms, and much more.

Job Function	*Number FTE Employees*	*Union (Yes/No)*	*Average Annual Salary*
93. Custodial Superintendent/Manager			
94. Custodial Supervisor/Foreman			
95. Custodian/Housekeeper			

Grounds

Line 96. Grounds Superintendent. Responsible for the overall landscape and grounds maintenance operation.

Line 97. Grounds Supervisor/Foreman. Individuals with first line supervisory responsibility for directing the daily work of the skilled and non-skilled workforce. Includes responsibility for the timeliness, quality, and cost of work; accurate timekeeping; training and certification (if not covered by the department's training officer); leave balances, etc.

Line 98. Groundskeeper. Semi-skilled trade above that of common laborer. The position requires knowledge in the operation and maintenance of grounds equipment and supplies, as well as the care and maintenance of landscape materials.

Job Function	*Number FTE Employees*	*Union (Yes/No)*	*Average Annual Salary*
96. Grounds Superintendent/Manager	_____	_____	_____
97. Grounds Supervisor/Foreman	_____	_____	_____
98. Groundskeeper	_____	_____	_____

Energy/Utilities

Line 99. Director of Utilities. Individual(s) with primary management responsibility for the institution's utilities and energy management program.

Line 100. Utilities Supervisor/Foreman. Individuals with first line supervisory responsibility for directing the daily work of the skilled and non-skilled workforce. Includes responsibility for the timeliness, quality, and cost of work; accurate timekeeping; training and certification (if not covered by the department's training officer); leave balances, etc. An individual shop could have one person in this position for a small crew, and one or more assistants for larger crews.

Line 101. HVAC Controls Technician.

Line 102. Utilities Operator/Maintenance.

Job Function	*Number FTE Employees*	*Union (Yes/No)*	*Average Annual Salary*
99. Director of Utilities	_____	_____	_____
100. Utilities Supervisor/Manager	_____	_____	_____
101. HVAC Controls Technician	_____	_____	_____
102. Utilities Operator/Maintenance	_____	_____	_____

Public Safety

Line 103. Security. Includes all individuals responsible for personal and property safety on campus, including police investigation, fire safety, emergency preparedness, etc.

Line 104. Environmental/Safety. Includes asbestos workers, recycling coordinating/workers, solid and hazardous waste disposal, etc.

Job Function	*Number FTE Employees*	*Union (Yes/No)*	*Average Annual Salary*
103. Security	_____	_____	_____
104. Environmental/Safety	_____	_____	_____

Others

Lines 105-107. Others. If you can not place some of your job categories under one of the sections provided above, you may list up to three additional categories in the spaces provided. Please specify position title or job function.

Job Function	Number FTE Employees	Union (Yes/No)	Average Annual Salary
105. _____	_____	_____	_____
106. _____	_____	_____	_____
107. _____	_____	_____	_____

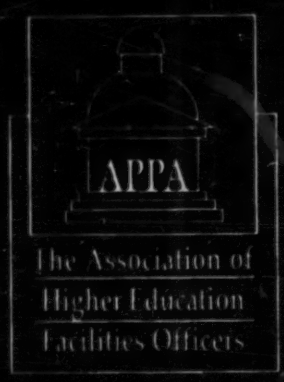
Section IV: Additional Questions

108. Do you have any suggestions to improve the current CCAS survey?

109. What other research on data would be useful to you?

Entire Survey © 2000 by APPA
All rights reserved.

www.appa.org



Printed in the United States of America

ISBN 1-931425-73-7